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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM INVESTMENT COMMITTEE

DOCUMENTS DEPT

MAY 18 2001

SAN FRANCISCO  
PUBLIC LIBRARY

<b>Date:</b>	Wednesday, May 23, 2001
<b>Time:</b>	10:00 a.m. – Noon
<b>Location:</b>	Born Auditorium Department of Human Services 170 Otis Street San Francisco CA 94103

AGENDA APPEARS ON THE REVERSE SIDE

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at [www.ci.sf.ca.us/infoctr/sunshine/index.htm](http://www.ci.sf.ca.us/infoctr/sunshine/index.htm)

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

Issued: Wednesday, May 16, 2001

745 Franklin Street, Suite 200  
San Francisco, CA 94102-3228  
Telephone 415.923.4003

Fax 415.923.6966

1650 Mission Street, Suite 300  
San Francisco, CA 94103-2490  
Telephone 415.431.8700

Fax 415.431.8702

[www.picsf.org](http://www.picsf.org)  
e-mail: [411@picsf.org](mailto:411@picsf.org)

## PROPOSED AGENDA

1. Adoption of the Agenda (*Action Item*)
2. Public Testimony on Agenda Items (Discussion Item)
3. Scope of Program Investment Committee Activities
  - a. Basic Overview of Workforce Development One Stop System (Discussion Item)
  - b. Role and Responsibilities of the Program Investment Committee in the Workforce Development One Stop System (Discussion Item) (materials to be mailed)
4. Refugee Programs
  - a. Orientation to Refugee Programs (Discussion Item) (materials enclosed)
  - b. Staff Design & Selection Criteria Recommendations for Refugee Request For Proposal (RFP) (*Action Item*) (materials enclosed)
  - c. Staff Recommendation for Refugee Employment Social Services (RESS) Funds Set Aside for Referral Services to Health Programs (*Action Item*) (materials enclosed)
  - d. Staff Recommendation for Discretionary Funds for Services to Elderly Refugees' Proposal (*Action Item*) (materials enclosed)
5. Workforce Investment Act
  - a. Orientation to Workforce Investment Act (WIA) Programs (Discussion Item) (materials to be mailed)
  - b. Discussion on Upcoming Funding Decisions for Workforce Investment Act (WIA) Adult Training Programs (Discussion Item) (materials to be mailed)
  - c. Staff Recommendations for Evaluation Criteria for WIA Adult Training Programs (*Action Item*) (materials enclosed)
6. Public Testimony on Non-Agenda Items (Discussion Item)
7. Future Agenda Items (Discussion Item)
8. Adjournment (*Action Item*)



MAY 18 2001

PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.creating  
employment  
opportunitiesSAN FRANCISCO  
PUBLIC LIBRARY**REFUGEE PROGRAM ORIENTATION  
FOR THE SAN FRANCISCO WORKFORCE INVESTMENT BOARD  
PROGRAM INVESTMENT COMMITTEE  
MAY 23, 2001****Who is a "Refugee"?**

A refugee is a person who flees his or her country and is unable or unwilling to return due to persecution or a well-founded fear of persecution on the basis of race, religion, nationality, membership in a particular social group, or political opinion, and has been granted Refugee status by the U.S. Immigration & Naturalization Service. In recent years, approximately 70% of San Francisco arrivals have been from the former Soviet Union. In years past, the majority came from South East Asian countries.

**Funding**

Funding for refugee programs is provided by the federal Department of Health and Human Services, Administration for Children and Families, Office of Refugee Resettlement (ORR) and it flows through the Refugee Programs Branch (RPB) of the California Department of Social Services (CDSS) and the San Francisco Department of Human Services (SFDHS). The funding and programs follow the "Federal Fiscal Year" (FFY), which runs from October – September. Close to 20 years ago, the San Francisco Board of Supervisors, at the request of SFDHS, designated the PIC as the administrator of these funds. Annually, the PIC seeks Board of Supervisors' approval for the Refugee County Plan.

Funding for employment and acculturation services is allocated by the ORR and by the RPB by formulae. San Francisco is currently, but probably not for long, considered by ORR to be an "impacted" county, which is a county considered by ORR to be significantly impacted by refugee arrivals. Impacted counties receive *Targeted Assistance (TA)* funds by a formula based on the number of refugee arrivals to the county in the past 5 year period. Refugee arrivals to San Francisco have decreased dramatically, in large part due to the high cost of living. For example, in FFY 1995, we had over 1,500 refugees arrive in San Francisco; in FFY 1999, there were less than 500. For FFY 2000, from October, 2000 through March, 2001, ORR reports that 191 refugees have arrived in the City.

A second stream of formula funding, *Refugee Employment Social Services (RESS)*, is allocated by ORR to States on the basis of each State's proportion of the national population of refugees who have been in the country 3 years or less as of October 1st each year. The State of California subsequently allocates the RESS funds to counties based on the number of adult refugees who are receiving Refugee Cash Assistance (RCA) or Temporary Assistance for Needy Families (TANF) and have been in the

country less than 5 years. These numbers have also steadily decreased. In April, 1998, there were 813 eligible refugees on aid; in April, 2001, there were 199.

Other refugee funds are available and awarded at the discretion of ORR. Currently, San Francisco has been awarded TA discretionary funds and elderly refugee discretionary funds. All refugee funding available for use in FFY 2000 is shown in the table below.

	SERVICES	PIC ADMIN.	TOTAL
TA	\$605,796	\$106,905	\$712,701
TA Discretionary	\$124,506	\$6,225	\$130,731
RESS (Standard)	\$240,058	\$32,256	\$272,314
RESS (Set Aside)	\$20,126	\$3,552	\$23,678
Elderly Discretionary	\$200,449	\$10,550	\$210,999
TA Carry forward (FFY 99)	\$124,219	\$2,171	\$126,390
RESS Carry forward (FFY 99)	\$111,112	\$893	\$112,005
TOTAL	\$1,426,266	\$162,552	\$1,588,818

### Services

Refugee programs include employment related services such as job readiness/job search training vocational classroom, and on-the-job training; acculturation and social adjustment services; social, mental health, and supportive services for elderly refugees; and mental health services for torture survivors. Most of the programs include English language training.

As stipulated by federal regulation, all of the refugees in the employment programs have been in the U.S. less than five years and most were receiving public assistance at the time of their enrollment. The elderly, discretionary, and mental health programs do not have a residency time limit, and accordingly many of those clients have resided in the U.S. over five years.

PIC is currently funding eight agencies, through cost reimbursement subcontracts, to operate fourteen programs for refugees. Additionally, there is one subcontractor (International Rescue Committee) funded to serve as the Central Intake Point, at which refugees in need of employment receive intake, assessment, and referral services.

Three of the funded agencies, Jewish Vocational Service (JVS), Catholic Charities' Refugee Employment Assistance Program (REAP), and African Immigrant and Refugee Resource Center (AIRRC) operate employment programs. JVS is responsible for a job search program and three vocational training programs [Office Technology and Communication, Computer Aided Drafting & Design (CAD), and Licensed Vocational Nurse (LVN)]. The LVN program is funded through a discretionary grant. REAP operates a job search program and an individual referral (IR) program. The IR program is designed to meet the special requirements of an individual who has needs other than those which can be met by existing refugee-funded training programs. Refugees in this

program are individually matched with vocational training or on-the-job training (OJT), and REAP acts as PIC's broker with vocational training vendors and OJT employers.

International Institute of San Francisco (IISF) and Refugee Transitions (RT) have programs that provide acculturation and social adjustment services to refugees. IISF also collaborates with the Newcomers Health Program of the San Francisco Department of Public Health to provide outreach, referral, translation, and interpretation services to the Bosnian community so they can access needed health services and programs for which they are eligible. This program is funded with RESS Set Aside funds, which are formula funds earmarked for special purposes by ORR.

The San Francisco Senior Refugee Collaborative [Jewish Family & Children's Services (JFCS), Richmond Area Multi-Services (RAMS), and International Institute of San Francisco (IISF)] provides comprehensive supportive and social services to disadvantaged refugee seniors aged 60 and above to enable them to more fully utilize existing, mainstream senior services.

Survivors International provides clinical mental health services for refugee torture survivors.

### **Program Performance**

Refugee arrivals to San Francisco County have been steadily decreasing for the past few years, mainly as a result of the extremely high cost of living. Consequently, the refugee program has struggled to meet its enrollment goal each year. For FFY 1999, which began October 1999, we enrolled 266 refugees and placed 141 in 168 jobs (some were placed in more than one job) with an average wage of \$11.17. In addition, 276 refugees received acculturation and social adjustment services and, through the San Francisco Senior Refugee Collaborative, over five hundred elderly refugees received a myriad of social and supportive services, including translation and transportation assistance and health information.



## DEFINITIONS

**REFUGEE:** A person who flees his or her country and is unable or unwilling to return due to persecution or a well-founded fear of persecution on the basis of race, religion, nationality, political opinion, or membership in a certain social group. A refugee is approved and processed outside of the U.S. and enters with permission to stay.

**ASYLEE:** like a refugee, an asylee also flees persecution. However, an asylee enters the U.S. first and then requests permission to stay by applying for asylum.

**IMMIGRANT:** A person who chooses to leave his or her country for economic or family reasons.





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**REFUGEE PROGRAM SUBCONTRACTORS**  
**October 1, 2000 through September 30, 2001**

**African Immigrant & Refugee  
Resource Ctr.**

30 Mason Street  
San Francisco CA 94102  
415-433-7300  
Fax: 415-433-7308  
[www.nccsf.org/airrc](http://www.nccsf.org/airrc)  
Rev. Ashirvadam Rayikanti  
Executive Director

**International Rescue  
Committee**

1370 Mission Street, 4th Floor  
San Francisco CA 94103  
415-863-3777  
Fax: 415-863-9264  
<http://www.ircsf.org>  
Mr. Don Climent  
Executive Director

**Survivors International**

447 Sutter Street, Suite 811  
San Francisco CA 94108  
415-765-6999  
Fax: 415-765-6995  
[www.survivorsintl.org](http://www.survivorsintl.org)  
Ms. Margaret Kokka  
Executive Director

**Catholic Charities REAP**

240 Golden Gate, Suite 100  
San Francisco CA 94102  
415-345-1290 ext.105  
Fax: 415-345-9160  
[www.ccasf.org](http://www.ccasf.org)  
Mr. Miguel Garcia-Vidal  
Program Director

**Jewish Vocational Service**

77 Geary Street, Suite 401  
San Francisco CA 94108  
415-391-3600  
Fax: 415-391-3617  
[www.jvs.org](http://www.jvs.org)  
Ms. Natasha Kats  
Coordinator

**International Institute of San  
Francisco**

657 Mission Street, Suite 500  
San Francisco CA 94105  
415-538-8100, ex t.215  
Fax: 415-538-8111  
[www.iisf.org](http://www.iisf.org)  
Ms. Margi Dunlap  
Executive Director

**Refugee Transitions**

447 Sutter Street, Suite 428  
San Francisco CA 94108  
415-989-2151  
Fax: 415-989-2153  
[www.reftrans.org](http://www.reftrans.org)  
Ms. Nora Heaphy  
Executive Director





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REFUGEE PROGRAM SUBCONTRACTORS  
October 1, 2000 through September 30, 2001

SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
<b>African Immigrant &amp; Refugee Resource Ctr.</b> 30 Mason Street San Francisco CA 94102 415-433-7300 <a href="http://www.ncccsf.org/airrc">www.ncccsf.org/airrc</a>	Employment Service Program which provides English Language Training (ELT), job search training, job counseling, and job development. Fourteen (14) slots are available.	Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients. Open to all SPLs.
<b>Catholic Charities REAP</b> 240 Golden Gate, Suite 100 San Francisco CA 94102 415-345-1290 <a href="http://www.ccasf.org">www.ccasf.org</a>	Employment Service Program which provides English Language Training (ELT), job search training, job counseling, and job development. Eighty-three (83) slots are available.	Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients. Open to all SPLs.
	Individual Referral (IR) training program provides for referral to and enrollment in training programs not included on this list. The IR program is designed to meet the special requirements of individual refugees who have needs other than those which can be met by existing refugee funded programs Twenty-five (25) slots are available.	Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients. SPLs needed are determined by the IR training programs to which the refugees are referred.
<b>International Institute of San Francisco</b> 657 Mission Street, Suite 500 San Francisco CA 94105 415-538-8100 <a href="http://www.iisf.org">www.iisf.org</a>	Acculturation and social service program to assist refugees to understand and effectively utilize and interact with basic systems involved in daily living.	Eligible refugees who are San Francisco residents.
	Refugee Community Health Outreach Program (RCHOP), in collaboration with the Newcomers Health Program of the S.F. Department of Public Health, offers social and supportive services to increase refugees' access to low-income health programs, such as the Women, Infants and Children's Services Program (WIC) and the Children's Health Insurance Program, a.k.a. the Healthy Families Program.	Eligible refugees, with emphasis on Bosnians.
<b>International Rescue Committee</b> 1370 Mission Street, 4th Floor San Francisco CA 94103 415-863-3777 <a href="http://p://www.ircsf.org">p://www.ircsf.org</a>	Administers and operates the Central Intake Point for refugee programs funded by the PIC. Performs intake assessment, referral, and follow-up services.	Eligible refugees who are San Francisco residents. Priority to cash assistance recipients.

**REFUGEE PROGRAM SUBCONTRACTORS**  
**October 1, 2000 through September 30, 2001**

SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
<b>Jewish Vocational Service</b> 77 Geary Street, Suite 401 San Francisco CA 94108 415-391-3600 <a href="http://www.jvs.org">www.jvs.org</a>	<p>English-as-a-Second Language and vocational skills training in Computer Aided Design and Drafting (CADD) and Office Technology and Communication (OTC), and Lincensed Vocational Nursing (LVN).</p> <p>Twenty-seven (27) CADD slots, thirty (30) OTC slots, and twenty (20) LVN slots are available.</p> <hr/> <p>Employment Service Program which provides English Language Training (ELT), job search training, job counseling, and job development.</p> <p>There are two components, one for ages 50+ (35 slots are available), and one for those under 50 (63 slots).</p>	<p>Applicants must be refugees in the U.S. 60 months or less for the CADD and OTC programs. There is no time requirement for the LVN program. Priority to cash assistance recipients.</p> <p>Open to all SPLs 3' and above.</p> <hr/> <p>Applicants must be refugees in the U.S. 60 months or less. Priority to cash assistance recipients.</p> <p>Open to all SPLs.</p>
<b>Refugee Transitions</b> 447 Sutter Street, Suite 428 San Francisco CA 94108 415-989-2151 <a href="http://www.reftrans.org">www.reftrans.org</a>	<p>Acculturation and social service program to assist refugees to understand and effectively utilize and interact with basic systems involved in daily living.</p>	<p>Eligible refugees who are San Francisco residents.</p>
<b>Survivors International</b> 447 Sutter Street, Suite 811 San Francisco CA 94108 415-765-6999 <a href="http://www.survivorsintl.org">www.survivorsintl.org</a>	<p>Outreach assessment and mental health services for refugees and asylee tortured survivors.</p>	<p>Refugees and asylees who are tortured survivors.</p>



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**SENIOR REFUGEE COLLABORATIVE**  
**2000-2001**

**International Institute of San Francisco**

657 Mission Street, Suite 500  
San Francisco CA 94105  
415-538-8100, ext 215  
Fax: 415-538-8111  
[www.iisf.org](http://www.iisf.org)  
Ms. Margi Dunlap  
Executive Director

**Jewish Family & Children's Services**

2534 Judah Street  
San Francisco CA 94122  
415-449-2900  
Fax: 415-449-2901  
[www.jfcs.org](http://www.jfcs.org)  
Ms. Gayle Zahler  
Director, Emigre Services

**Richmond Area Multi-Services**

3626 Balboa Street  
San Francisco CA 94121  
415-668-5955  
Fax: 415-668-0246  
Mr. Alexander Zinchenko  
Refugee Project Coordinator



COMP ACRONYM	TOTAL SERVED		EMPLOYMENT		EMP. ENTRY WITH HEALTH BENEFIT		90 DAY EMP RETENTION				CASH REDUCTION				CASH TERMINATION				HOURLY WAGE	HOURS P/WEK	EMPLOYMENT RATE*
	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%			
111H951H8	27	39	69%	9	35	26%	5	25	20%	5	29	17%	2	4	50%	2	31	6%	\$9.28	34.00	33%
CRDC-VT/VESL																					
168H951H8	25	30	83%	26	24	108%	10	12	83%	13	16	81%	4	8	50%	2	16	13%	\$9.72	28.00	68%
JVS-VT/OTC																					
TOTAL VT	52	69	75%	35	59	59%	15	37	41%	18	45	40%	6	12	50%	4	47	9%	\$9.60	29.54	50%
147H951G8/J8	14	15	93%	8	12	67%	3	10	30%	6	7	86%	1	0	INF	4	12	33%	\$17.65	59.00	50%
REAP-IR/OJT																					
TOTAL IR/OJT	14	15	93%	8	12	67%	3	10	30%	6	7	86%	1	0	INF	4	12	33%	\$17.65	59.00	50%
TOTAL VT & IR/OJT	66	84	79%	43	71	61%	18	47	38%	24	52	46%	7	12	58%	8	59	14%	\$11.10	35.02	50%
245H951S8	229	221	104%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
IISF-A/SAS																					
263H951S8	47	90	52%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
RT-A/SAS																					
TOTAL A/SAS	276	311	89%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
TOTAL VT/IR/OJT&A/SAS	342	395	87%	43	71	61%	18	47	38%	24	52	46%	7	12	58%	8	59	14%	\$11.10	35.02	10%
Employment Entry Full Time:	26																				
Part Time:	17																				

\*number of unduplicated refugees obtaining employment vs. number of enrollees.

\*\* 12 Month Plan



PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.  
TITLE: 952 TA 99  
SUBCONTRACTOR PERFORMANCE SUMMARY - ACTUAL VS PLANNED  
PERIOD: 10/01/1999 TO 04/30/2001

COMP ACRONYM	TOTAL SERVED		EMPLOYMENT		EMP. ENTRY WITH HEALTH BENEFIT		90 DAY EMP RETENTION		CASH REDUCTION		CASH TERMINATION		HOURLY WAGE	HOURS P/WEK	EMPLOYMENT RATE*
	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%			
147H952G8/J8	15	15	100%	9	12	75%	4	10	40%	7	7	100%	0	0	N/A
REAP-IR/OJT															
TOTAL	15	15	100%	9	12	75%	4	10	40%	7	7	100%	0	0	N/A
IR/OJT															
147H952P8	38	100	38%	25	66	38%	7	41	17%	21	50	42%	4	18	22%
REAP-ES/ELT															
160H952P8	12	15	80%	8	12	67%	4	6	67%	5	10	50%	0	2	0%
TBC-ES/ELT															
168H952P8	51	71	72%	38	53	72%	21	19	111%	26	23	113%	10	19	53%
JVS-ES/ELT															
168H952P81	38	35	109%	16	16	100%	7	4	175%	10	10	100%	2	5	40%
JVS-ES/ELTO															
263H952P8	21	31	68%	8	21	38%	3	11	27%	5	15	33%	2	5	40%
RT-ES/ELT															
TOTAL	160	252	63%	95	168	57%	42	81	52%	67	108	62%	18	49	37%
ES															
168H952H81	21	27	78%	18	21	86%	11	11	100%	16	16	100%	5	5	100%
JVS-VT/CAD															
168H952H82	4	5	80%	3	4	75%	3	2	150%	3	3	100%	1	1	100%
JVS-VT/CNA															
TOTAL	25	32	78%	21	25	84%	14	13	108%	19	19	100%	6	6	100%
VT															
TOTAL	200	299	67%	125	205	61%	60	104	58%	93	134	69%	24	55	44%
IR/OJT,ES,VT															
Employment Entry Full Time: 88															
Part Time: 37															

\*number of unduplicated refugees obtaining employment vs. number of enrollees.

\*\* 12 Month Plan



PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.  
FFY 1999 REFUGEE  
ES, IR, OJT, VT PROGRAM COMPARISON  
PERIOD: 10/01/1999 TO 04/30/2001

COMP ACRONYM	TOTAL SERVED		EMPLOYMENT ENTRY		EMP. ENTRY WITH HEALTH BENEFIT		90 DAY EMP RETENTION		CASH REDUCTION		CASH TERMINATION		HOURLY WAGE	HOURS P/WEK	EMPLOYMENT RATE*						
	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%									
ES	160	252	63%	95	168	57%	42	81	52%	67	108	62%	18	49	37%	32	119	27%	\$9.83	31.96	51%
TA																					
IR/OJT	15	15	100%	9	12	75%	4	10	40%	7	7	100%	0	0	N/A	7	12	58%	\$17.66	38.89	53%
TA																					
IR/OJT	14	15	93%	8	12	67%	3	10	30%	6	7	86%	1	0	INF	4	12	33%	\$17.65	59.00	50%
RESS																					
TOTAL	29	30	97%	17	24	71%	7	20	35%	13	14	93%	1	0	INF	11	24	46%	\$17.66	48.35	52%
IR/OJT																					
VT	25	32	78%	21	25	84%	14	13	108%	19	19	100%	6	6	100%	3	19	16%	\$14.57	39.14	76%
TA																					
VT	52	69	75%	35	59	59%	15	37	41%	18	45	40%	6	12	50%	4	47	9%	\$9.60	29.54	50%
RESS																					
TOTAL	77	101	76%	56	84	67%	29	50	58%	37	64	58%	12	18	67%	7	66	11%	\$11.47	33.14	58%
VT																					
GRANT TOTAL	266	383	69%	168	276	61%	78	151	52%	117	186	63%	31	67	46%	50	209	24%	\$11.17	34.01	53%
ES, IR, OJT, VT																					
Employment Entry Full Time:	114																				
Part Time:																					

\*number of unduplicated refugees obtaining employment vs. number of enrollees.

\*\* 12 Month Plan



PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.  
TITLE: 952 TA 2000  
SUBCONTRACTOR PERFORMANCE SUMMARY - ACTUAL VS PLANNED  
PERIOD: 10/01/2000 TO 04/30/2001

COMP ACRONYM	TOTAL SERVED		EMPLOYMENT		EMP. ENTRY WITH HEALTH BENEFIT		90 DAY EMP RETENTION		CASH REDUCTION		CASH TERMINATION		HOURLY WAGE	HOURS P/WEK	EMPLOYMENT RATE*						
	ACT PLAN	%	ACT PLAN	%	ACT PLAN	%	ACT PLAN	%	ACT PLAN	%	ACT PLAN	%									
147A952P1	37	42	88%	8	21	38%	5	40	13%	3	6	50%	0	4	0%	7	7	100%	\$8.56	28.00	22%
REAP-ES/ELT																					
160A952P1	9	10	90%	1	5	20%	0	6	0%	1	2	50%	0	0	N/A	0	1	0%	\$9.75	40.00	11%
AIRRC-ES/ELT																					
168A952P1	36	39	92%	21	25	84%	10	22	45%	4	8	50%	4	3	133%	4	6	67%	\$10.28	24.00	47%
JVS-ES/ELT																					
168A952P11	21	18	117%	10	8	125%	2	14	14%	5	1	500%	0	1	0%	5	1	500%	\$11.41	22.00	48%
JVS-ES/ELTO																					
263A952P1	7	21	33%	0	12	0%	0	15	0%	0	6	0%	0	2	0%	0	3	0%	N/A	N/A	0%
RT-ES/ELT																					
TOTAL	110	130	85%	40	71	56%	17	97	18%	13	23	57%	4	10	40%	16	18	89%	\$10.21	24.70	33%
ES																					
168A952H11	21	23	91%	2	3	67%	0	10	0%	0	1	0%	0	0	N/A	0	0	N/A	\$18.00	24.00	10%
JVS-VT/CAD																					
168A952H12	23	30	77%	4	5	80%	3	18	17%	0	0	N/A	1	0	INF	1	0	INF	\$10.89	30.00	17%
JVS-VT/OTC																					
TOTAL	44	53	83%	6	8	75%	3	28	11%	0	1	0%	1	0	INF	1	0	INF	\$13.26	28.00	14%
VT																					
TOTAL	154	183	84%	46	79	58%	20	125	16%	13	24	54%	5	10	50%	17	18	94%	\$10.61	25.13	27%
ES/VT																					
Employment Entry Full Time:	19																				
Part Time:	27																				

\*number of unduplicated refugees obtaining employment vs. number of enrollees.

\*\* 12 Month Plan



12 Month Plan



\*number of unduplicated refugees obtaining employment vs. number of enrollees.

12 Month Plan





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MEMORANDUM

TO: WORKFORCE INVESTMENT BOARD,  
PROGRAM INVESTMENT COMMITTEE  
MAYOR'S STAFF

DATE: MAY 16, 2001

FROM: PAMELA S. CALLOWAY, PRESIDENT

SUBJECT: RECOMMENDED DESIGN OF AND CRITERIA FOR EVALUATING  
RESPONSES TO A REQUEST FOR PROPOSALS (RFP) FOR REFUGEE  
TARGETED ASSISTANCE (TA) AND REFUGEE EMPLOYMENT SOCIAL  
SERVICES (RESS) FORMULA FUNDED PROGRAMS (MAY 23<sup>RD</sup> COMMITTEE  
MEETING – AGENDA ITEM 4.b.)

**Background**

The Private Industry Council of San Francisco, Inc. (PIC) last issued a Request For Proposals (RFP) for refugee formula funded employment and acculturation programs in 1998. Since that RFP stipulated that subcontracts could be extended for a maximum of three consecutive years, there is now an obligation to issue another RFP.

**Available Funding**

Targeted Assistance (TA) and Refugee Employment Social Services (RESS) formula funds are allocated to San Francisco by the federal Office of Refugee Resettlement (ORR) through the California Department of Social Services (CDSS) specifically for the provision of employment services for refugees who have been in the country for 60 months or less. RESS funds may also be used to provide acculturation/social adjustment services for refugees who have been in the country for 60 months or less.

ORR recently published proposed Federal Fiscal Year (FFY) 2001 Refugee Employment Social Services (RESS) allocations to the States and proposed Targeted Assistance (TA) allocations to States/Counties.

Staff analyzed the data, and the following chart represents an estimate of standard formula funding for San Francisco for the year beginning October 1, 2001. Please be advised that last year final allocation figures were not received until August.

	2000 PROPOSED	2000 FINAL	2001 PROPOSED	2001 FINAL
TA	\$714,780	\$712,701	\$630,335	?
RESS	\$193,354	\$188,398	\$135,270*	?
TOTAL	\$908,134	\$901,099	\$765,605	?

\* Estimate

The RESS standard amount in the Federal Register is one lump sum to the State. To estimate what San Francisco's share may be, staff used the formula used by the State last year for the standard RESS allocation and applied it to this year's numbers:

FFY	ADULTS ON AID < 60 MOS.	ADULTS ON AID < 60 MOS PERCENTAGE	STATE ALLOCATION	ESTIMATED SAN FRANCISCO ALLOCATION
2001	199**	2.19743%	\$6,155,846	\$135,270

\*\* Most recent available data from April Department of Health Services Medi-Cal Eligibility Data System (MEDS) File Report.

ORR's funding notice also contains two RESS set aside amounts:

- \$10.5 million for referral services to low income health programs. To date, the State has not informed counties of the distribution of its share (\$1,063,065) of these funds. In the past, the State transferred a percentage (20 – 24%) to the California Department of Health Services and allocated the remainder to counties by a formula based on the number of adults and children on aid, regardless of time in the country. If the State transfers 20% of the funds, staff estimates San Francisco's allocation of these funds could be as little as \$13,798. Currently the allocation to San Francisco is \$23,678.
- \$10 million for outreach, referral, and services to ensure that persons granted asylum access programs to help them attain economic self-sufficiency. The State has not officially informed counties as of this date how it intends to distribute its share (\$3,670,958) of these newly set aside funds. However, if the State applies the standard RESS formula, San Francisco's portion could be \$68,567.

### RFP Design

Committee approval is requested for the following proposed RFP content.

#### Target Population

As refugee arrivals to San Francisco continue to drop due to the extremely high cost of living, and the number of refugees receiving cash assistance also continues to decline, service providers have been recruiting and enrolling virtually any eligible refugee they can find. If service priorities are needed, staff recommend continuation of the ORR priorities in provision of services:

1. All newly arriving refugees during their first year in the U.S., who apply for services;
2. Refugees who are receiving cash assistance [Refugee Cash Assistance (RCA); Temporary Aid for Needy Families (TANF); General Assistance (GA)];
3. Unemployed refugees who are not receiving cash assistance; and
4. Employed refugees in need of services to retain employment or to attain economic independence.

The following two tables from the State Refugee Programs Branch (RPB) contain San Francisco arrival data for this current fiscal year through March, and for the previous five fiscal years. The arrival data include children and the elderly who may not be appropriate for or seeking employment services.

#### ARRIVALS 10/00 – 3/01

Country of Origin	#	%
Ukraine	53	27.75%
Russia	37	19.37%
Burma	26	13.61%
Bosnia	22	11.52%
Iraq	11	5.76%
Moldova	10	5.24%
Vietnam	9	4.71%
Iran	5	2.62%
Belarus	4	2.10%
Croatia	4	2.10%
Sierra Leone	3	1.57%
Sudan	2	1.05%
Ethiopia	1	0.52%
Georgia	1	0.52%
Other USSR	1	0.52%
Latvia	1	0.52%
Uzbekistan	1	0.52%
Total	191	100.00%

#### ARRIVALS 10/95 – 9/00

Country of Origin	#	%
Former Soviet Union	3,886	65.66%
Bosnia/Eastern Europe	1,381	23.34%
China/Southeast Asia	500	8.45%
Middle East	73	1.23%
Africa	48	0.81%
Cuba/Central America	30	0.51%
Total	5,918	100.00%

The next tables contain data for the past 12 months (May 1, 2000 through April 30, 2001) and 60 months (May 1, 1996 through April 30, 2001) gathered by the current San Francisco refugee Central Intake Point (CIP). These numbers represent clients who received services through the CIP during those time periods.

#### CIP POPULATION 5/00 – 4/01

COUNTRY OF ORIGIN	#	%
Former Soviet Union	181	77.68%
Bosnia/Eastern Europe	20	8.58%
Africa	11	4.72%
China/Southeast Asia	8	3.43%
Middle East	7	3.01%
Cuba/Central America	6	2.58%
Total	233	100.00%

#### CIP POPULATION 5/96 – 4/01

COUNTRY OF ORIGIN	#	%
Former Soviet Union	1,097	69.74%
Bosnia/Eastern Europe	232	14.75%
China/Southeast Asia	161	10.24%
Middle East	37	2.35%
Africa	29	1.84%
Cuba/Central America	17	1.08%
Total	1,573	100.00%

#### Services & Training to be Solicited

- Central Intake Point (CIP)  
to provide recruitment, assessment, eligibility determination, referral and tracking of refugee participants. The proponent selected to provide the CIP services will not receive any funds to provide employment and training services.
- Employment Services (ES)  
to provide generic job placement and consisting of, but not limited to, job readiness training, English language training, job search workshops, counseling, job development, job placement, as well as follow-up services which assist refugees in maintaining their jobs, and acculturation services if needed.
- Vocational Training/Career Advancement (VT/CA)  
(Vocational Training for unemployed; Career Advancement for employed;) classroom training for specific vocations; may have concurrent Vocational English as a Second Language (VESL) instruction.
- Brokerage Services  
for Individual Referral (IR) to vocational classroom training and/or On-the-Job-Training (OJT).
- Older Refugee Employment Services  
employment services targeted to refugees 50 years of age and older.
- Older Refugee Acculturation/Social Adjustment Services  
acculturation and social adjustment services targeted to refugees 50 years of age and older who are not appropriate for employment services. Acculturation/Social Adjustment Services are defined as activities directed at assisting refugees to understand and effectively utilize and interact with basic systems (public assistance, health, housing, finance, legal, etc.) involved in daily living and in dealing with problems which arise in the course of their interactions with these systems.

#### Other Considerations

- Services and training are needed that can accommodate working refugees who are not yet self-sufficient; services and training should have flexible schedules, if possible.
- Programs should have a holistic approach, with other needed services and resources (such as mental health) leveraged.
- Services and training need to be compatible with CalWORKs requirements and procedures.
- Staff recommend including an average targeted wage which minimally will equal that of San Francisco's Minimum Compensation Ordinance.

- The programs and services subsequently selected for funding will make up the basis for the Refugee County Plan.

## Proposed Criteria for Evaluating and Selecting Proposals

### A Training and Service Components

#### 1. Community Involvement, Coordination and Organizational Competence

##### a. Community Involvement and Coordination:

Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS? ..... [10]

##### b. Organizational Competence:

The extent to which the proponent has demonstrated the ability to carry out the proposed program. Includes past performance. .... [25]

#### 2. Program Design and Feasibility

##### a. Need:

Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service? ..... [15]

##### b. For **VT/CA** components only

Training Emphasis and Job Availability:

Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? ..... [15]

For **ES, IR, and OJT** components only:

Job Search Emphasis (ES):

Occupational areas to be considered (IR):

Type of occupations targeted for OJT:

Job Availability (ES, IR, OJT):

Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? ..... [15]

For acculturation/social adjustment services component only:

Volunteer/Other Outside Resources:

Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? ..... [15]

- c. Feasibility:  
How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources, personnel, and target population? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed?.....[20]

3. Program Cost and Leveraging:

Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. [15]

B. Central Intake Point (CIP)

1. Community Involvement, Coordination and Organizational Competence

- a. Community Involvement and Coordination:  
Does the proposal have the support and involvement of the proposed targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and with DHS?.....[10]
- b. Organizational Competence:  
The extent to which the proponent has demonstrated the ability to carry out the proposed program. Includes past performance. .... [25]

2. Program Design and Feasibility

- a. Design and Feasibility:  
Does the proposal detail all required component activities? Are the proposed program strategies feasible given the available resources? .....[20]
- b. Support Services Systems:  
Does the proposed program design detail the procedures for support services systems, including the systems for tracking participation of refugees receiving services? .....[15]
- c. Equitable Referral:  
Does the proposal describe how referrals will be made to the refugee training subcontractors on an equitable basis?.....[10]
- d. Other Information:  
Does the proposal describe the coordination and linkages with DHS in referring mandatory refugees for conciliation and/or sanctioning? Does the proposal include other linkages that will be used in the delivery of the CIP services? .....[5]

3. Program Cost and Leveraging

Is the proposed dollar amount reasonable in terms of the proposed outcome(s) and available resources? What is the extent to which other funds are leveraged to support the program?.....[15]

## **Tentative Schedule**

May 23	Program Investment Committee considers Staff recommendations for Refugee RFP design and selection criteria.
June 5	Executive Committee considers Program Investment Committee Refugee RFP design and selection criteria recommendations
June 13	Workforce Investment Board considers Executive Committee recommendations on Consent Agenda.
June 27	RFP issued.
July 18	Proposals due at the PIC.
Aug. 3	Staff recommendations mailed to Program Investment Committee and proponents.
Aug. 1X	Program Investment Committee reviews staff funding recommendations and hears public testimony.
Aug. XX	Executive Committee considers Program Investment Committee funding recommendations.
Sept. 12	Workforce Investment Board considers Executive Committee funding recommendations on Consent Agenda.
Sept. XX	Board of Supervisors approves Refugee County Plan.
Oct. 1	Refugee programs begin.

Staff will be available at your May 23<sup>rd</sup> meeting to answer any questions you may have.

cc: Refugee Subcontractors  
Jay Nelson, CDSS  
DHS Staff  
PIC Staff





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MEMORANDUM

TO: WORKFORCE INVESTMENT BOARD,  
PROGRAM INVESTMENT COMMITTEE  
MAYOR'S STAFF

DATE: MAY 16, 2001

FROM: PAMELA S. CALLOWAY, PRESIDENT

SUBJECT: STAFF RECOMMENDATION FOR REFUGEE EMPLOYMENT SOCIAL  
SERVICES (RESS) FUNDS SET ASIDE FOR REFERRAL SERVICES TO  
HEALTH PROGRAMS (MAY 23<sup>RD</sup> COMMITTEE MEETING – AGENDA ITEM  
4.c.)

**Background**

The Private Industry Council (PIC) is currently augmenting the Refugee Community Health Outreach Program (RCHOP), run by the Newcomers Health Program (NHP) of the San Francisco Department of Public Health and International Institute of San Francisco (IISF), with funds that the federal Office of Refugee Resettlement (ORR) set aside for health outreach activities. RCHOP's goal is to provide the support necessary to enroll Bosnian refugees in low income health programs.

In 1999, ORR set aside some RESS funds to help refugees access low income support programs such as Healthy Families and the Women, Infants, and Children's (WIC) program. At that time, the State Department of Social Services had not decided whether it would operate a state-wide program or allocate the funds to the counties, but it asked the counties to submit a proposal on their usage of those funds. PIC staff, Refugee Committee members, and subcontractor staff formed an ad hoc committee to develop a plan for the funds and a response to the State.

This ad hoc committee ultimately proposed to augment and strengthen the Refugee Community Health Outreach Program (RCHOP) run by the Newcomers Health Program of the San Francisco Department of Public Health and International Institute of San Francisco, funded by the Office of Refugee Health Services. Refugees' access to the low income programs listed in the State's letter would increase because the agencies running the RCHOP already have many ties to, and working relationships with those programs. The proposal included the provision of support necessary to enroll refugees in low income programs by increasing to full-time the current position of Bosnian Community Health Outreach Worker (CHOW), presently funded at half-time. This person is home-based at International Institute (II) and out-stationed on a regular basis at the Newcomers Health Program at San Francisco General Hospital and at the Women, Infants, and Children's Services Program (WIC). The set aside funds are also used to develop printed outreach materials. The CHOW distributes the materials when making regular outreach visits to the Children's Health Insurance Program, a.k.a. the Healthy Families Program,

Headstart, and the Central Intake Point (CIP). The Bosnian community was identified as the primary community focus because there are virtually no resources available to help Bosnians access services. A copy of the latest report on the program is included as Attachment 1.

### **Available Funding**

ORR's RESS funding notice contains \$10.5 million set aside for referral services to low income health programs. To date, the State has not informed counties of how it intends to distribute its share (\$1,063,065) of these funds. In the past, it has transferred a percentage (20 – 24%) to the California Department of Health Services and allocated the remainder to counties by a formula based on the number of adults and children on aid, regardless of time in the country. If the State transfers 20%, staff estimates San Francisco's allocation of these funds could be as little as \$13,798. If it does not transfer any of the funds to the Department of Health Services, the allocation could be approximately \$17,247. Currently the allocation is \$23,678.

### **Recommendation**

PIC staff recommends continued funding of the International Institute/Newcomers Health Program on a non-competitive basis since it is the only refugee health program in the City.

Staff will be available at your May 23<sup>rd</sup> meeting to answer any questions you may have.

cc: Refugee Subcontractors  
Jay Nelson, CDSS  
DHS Staff  
PIC Staff



1490 Mason Street, Suite 107 ❖ San Francisco, CA 94133-4222

Phone: (415) 705-8553  
Fax: (415) 705-8660  
Email: newcomershealth@yahoo.com

April 10, 2001

Karen Hart  
Refugee Program Coordinator  
Private Industry Council of San Francisco, Inc.  
745 Franklin St. Suite 200  
San Francisco, CA 94102



Dear Karen,

We are pleased to submit our third semi-annual report for the RESS Set Aside Funds for the time period of October 1, 2000 to March 31, 2001.

Also attached are three documents: the English version of a brochure for WIC clients, the Bosnian translation, and an English article we had submitted to a Bosnian language magazine distributed for free in the Bay Area (with the Bosnian version on the back which was actually published).

If you have any questions about this report or our program, please feel free to contact me at 705-8553.

Sincerely,

Yin Yan Leung, MPH  
Program Coordinator

Enclosures

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**International Institute of San Francisco  
Newcomers Health Program  
Refugee Employment Social Services Set-Aside Grant:  
Outreach -- Health Programs  
Third Semi-Annual Narrative Progress Report  
Reporting Period: October 1, 2000 – March 31, 2001**

**1. Major program activities and accomplishments during this reporting period:**

- ♦ Darko Micic, the Community Health Outreach Worker (CHOW) continued to provide interpretation for Bosnians on Monday mornings on a bi-weekly basis at San Francisco General Hospital's WIC office. He fills out forms, makes reminder phone calls or to reschedule appointments, sets up appointments, provides follow-up, greets and processes clients at the front desk. He has maintained a positive working relationship with the WIC staff and clients and has assisted Bosnian-speaking WIC clients for 14 follow-up visits.
- ♦ He has also translated and typeset "Can We Help?", a brochure listing referrals for various social services and resources in San Francisco (see Attachments 1 and 2). This brochure will be distributed county-wide for use at other WIC sites. He also set up a display board in the waiting area of the WIC office to post notices in Bosnian about health and social service resources available.
- ♦ Following his Healthy Families application assistant training, Darko continues to attend meetings organized by the San Francisco Health Plan for the assistants to network, receive updates and share outreach information (Dates attended: 10/25, 12/13, 1/31, 2/28).
- ♦ Darko continued to fill in as needed for Bosnian interpretation at the Refugee Medical Clinic. During this reporting period, he interpreted for approximately 60 patients.

**2. Problems experienced during this reporting period:**

There are no major problems on our program activities to report. During this period, Darko has not found Bosnian families needing assistance with Healthy Families applications. Bosnian children in San Francisco are typically covered under MediCal or their parents' insurance plans.

We were planning to translate and typeset several more WIC client materials, but we were told by the WIC Site Supervisor that the state-wide English materials were being revised. We decided to postpone further materials development until we received the new versions.

**3. Significant findings and events:** None to report during this period.

**4. Dissemination activities:**

A master copy of the Bosnian translation of "Can We Help" was given to the WIC Site Supervisor. She is responsible for distribution to other WIC sites in San Francisco County.

**International Institute of San Francisco  
Newcomers Health Program  
Refugee Employment Social Services Set-Aside Grant:  
Outreach -- Health Programs  
Third Semi-Annual Narrative Progress Report  
Reporting Period: October 1, 2000 – March 31, 2001**

**5. Other Activities:**

During this reporting period, NHP staff also collaborated with the following:

- ♦ Refugee Community Health Outreach Program (RCHOP), Newcomers Health Program  
Darko continued to collaborate closely with the Bosnian CHOW funded through RCHOP on educational and other community building activities.
- ♦ Bosnian Provider Roundtable – ongoing regular meetings (dates: 10/24, 11/28, 2/20, 3/20) are hosted on a rotating basis by the various agencies serving Bosnian refugees in San Francisco and Alameda counties. During the more recent meetings, the Project Coordinator, Yin Yan Leung, has helped to organize and facilitate the meetings and also invited guest speakers to talk about resources and information helpful for staff serving refugees. Speakers included Llorette Tamayo from the International Institute of San Francisco who reviewed the citizenship process and another was an attorney from the San Francisco Public Defender's Office who spoke about the rights of people involved in the criminal justice system.
- ♦ Private Industry Council (PIC) – We collaborate with the PIC's Refugee Program Coordinator on information sharing and outreach strategies. Also, PIC's Refugee Program Coordinator is a member of the Newcomers Health Program's Advisory Council.
- ♦ Eastern European Service Agency (San Jose) – On 10/13, staff did a site visit to their new offices and received an overview of their services, met their staff, and exchanged information about working with Bosnian refugees in the Bay Area.
- ♦ Emina Publishing – An article was submitted to a Bay Area Bosnian-language magazine highlighting the Bosnian CHOWs as contacts for health and community resources (see Attachment 3).
- ♦ Jewish Family and Children's Services of the East Bay - Alameda Bridge to Health – Staff of NHP and Alameda Bridge to Health have done presentations to one another's Bosnian groups and also coordinated a joint field trip on March 22. RCHOP staff conducted a healthy eating workshop in Oakland on 10/12, while Alameda Bridge to Health staff did a presentation on pain management in San Francisco on 12/12. On 2/9, NHP staff also met with their movement and art therapy group for Bosnians.
- ♦ Refugee and Immigrant Health Education and Interpretation Program (RHEIP) at the Refugee Medical Clinic (RMC) SFDPH and NHP staff collaborated to conduct health education to Bosnian patients at the RMC. Funded part-time through a grant from the Mt. Zion Health Fund, Darko provides group and one-on-one patient health education sessions as well as interpretation services at the RMC.

Trainings/conferences staff attended during the report period are summarized in the table below:

Date	Topic (City)	Main Sponsor	Who Attended*
October 18, 2000	"Mistake-Free Grammar and Proofreading" (Oakland)	CareerTrack	CHOW
October 26, 2000	"Pap Smears & Cervical Health" inservice (San Francisco)	SFDPH nurse practitioner	CHOW
October 27, 2000	"Communicating With Communities" Training (San Francisco)	Northern California Citizenship Project	CHOW, HE
November 8, 2000	"International Tobacco Issues 101" (San Francisco)	SUNSET Russian Tobacco Education Project & Bay Area Region Tobacco Education Resource	CHOW, HE
November 16, 2000	"Diabetes" inservice (San Francisco)	SFDPH nurse practitioner	CHOW
November 30, 2000	Community Action Training; the HE facilitated part of the training (San Francisco)	SFDPH Health Education Training Center	CHOW, HE
December 1, 2000	Bafa Bafa, A Cross-Cultural Experience (San Francisco)	SFDPH, Community Health Education Section	HE, PM
February 17, 2001	Reaching for More: Health Equity from a Human Rights Perspective (Stanford)	Physicians for Human Rights, Stanford Medical School Chapter of PHR	HE
February 27, 2001	Health and Youth Development (San Francisco)	Health Initiatives for Youth	CHOW, HE
March 15, 2001	Workshops for Community Development (Sacramento)	Northern California Chapter Society for Public Health Education	HE, PM
March 26-30, 2001	"Bridging the Gap", a 40-hour basic/intermediate medical interpreter training course (Millbrae)	California Dept. of Health Services-Refugee Health Section & the Cross Cultural Health Care Program	CHOW
March 28, 2001	Organizational Groundwork for Immigrant Leadership Development (San Francisco)	Northern California Citizenship Project	HE

\*KEY: (CHOW) community health outreach worker, (HE) health educator/program coordinator, (PM) program manager

**International Institute of San Francisco  
Newcomers Health Program  
Refugee Employment Social Services Set-Aside Grant:  
Outreach – Health Programs  
Second Semi-Annual Narrative Progress Report  
Reporting Period: October 1, 2000 – March 31, 2001**

Program activities planned for the next reporting period:

- ◆ Our staff will continue to network with staff of other agencies serving Bosnians and to outreach to Bosnian community members to raise awareness and assist with health and other community resources.
- ◆ Since new versions of WIC materials are not available, we will translate and typeset an appropriate healthy eating brochure. Master copies of the brochure will be distributed to collaborating agencies serving Bosnian refugees.
- ◆ Also, the Bosnian display board at the WIC clinic will also be updated on an on-going basis with health and community resources.


## FOOD HELP



### Food Stamps


The persons applying need to be prepared to give their name, address, phone number and social security number (if available). The details will be taken down and the applicant will be contacted.

*To apply for Food Stamps:*

 (415) 558-4186

### EOC (Economic Opportunity Council)


EOC provides supplemental foods for eligible seniors and also for infants and children under 6 years, pregnant and one-year postpartum women. *To be eligible you cannot participate in the WIC Program.* Food boxes are distributed monthly at six sites throughout the city.

 (415) 970-0165

### SHARE Program

A food box valued at \$30-35 can be obtained at the end of each month. For this service the participants are expected to pay \$14 in cash or food stamps and work for two hours in the community.

Locations throughout the city.


 1-800-499-2506

### Emergency Food Box Program

The San Francisco Food Bank distributes emergency food boxes to families in need through certain nonprofit agencies.

*If you need an emergency food box, call:*

### HELPLINK HELPLINE

 1-800-273-6222 or (415) 772-4357

The USDA is an equal opportunity provider and employer.

Rev. 3/00



## SUPPLEMENTAL NUTRITION PROGRAM FOR WOMEN INFANTS AND CHILDREN ( WIC )

# CAN WE HELP?

### MEDICAL HELP

- Maternal and Child Health
  - Medi-Cal
  - CHDP
- Substance Abuse

### FINANCIAL HELP

- CALWORKS (Welfare)
- Family Support Bureau

### GENERAL HELP

- HelpLink Helpline


### FOOD HELP

- Food Stamps
  - EOC
  - SHARE
- Emergency Food Box Program

## MEDICAL HELP


### Maternal and Child Health Referral Line

For women of all ages and children who need free or low-cost health care: birth control, pregnancy testing, pregnancy check-ups, pap smears, breast exams, medical care for babies and children, dental care.

 1-800-300-9950 for referrals in San Francisco

### Medi-Cal

You may be eligible for help with your medical bills through Medi-Cal. *To apply for Medi-Cal:*

 (415) 863-9892

*in person:* Medi-Cal, 1440 Harrison, San Francisco

(between 10<sup>th</sup> and 11<sup>th</sup>)


Office hours: Monday to Friday

8-11am and 1-3pm

### CHDP (Child Health and Disability Prevention Program)

CHDP provides free health services for eligible children. Included are regular medical and dental check ups, immunization shots, vision and hearing tests, health education.


Prenatal Care Guidance (PCG) helps pregnant women find a medical care provider.

 (415) 554-9950


### Substance Abuse

Help is available for persons who want to stop taking alcohol or other drugs.

### CSAS Treatment Access Program

 1-800-750-2727

**Drug Information Hotline** (A service of the Suicide Prevention program)

 (415) 362-3400 available 24 hours

## FINANCIAL HELP

### CALWORKS (Welfare - formerly called AFDC)


(California Work Opportunity and Responsibility for Kids) CALWORKS provides financial assistance to eligible children (age unborn through 19) and their families. Families receiving Welfare may also be eligible for Medi-Cal and Food Stamps.

*To apply for CALWORKS:*

*in person:* CALWORKS, 170 Otis St. (btwn Mission and Van Ness)


San Francisco

Office hours: 8am to 3pm Mon. to Fri.

 (415) 557-5721 (screening unit)

### Family Support Bureau

Family Support Bureau provides assistance to persons who need help in getting child support from child's father or mother.

 (415) 356-2700

*apply in person:* Family Support Bureau, District Attorneys Office,


617 Mission St., (at 2nd Street)

San Francisco

## GENERAL HELP

### HelpLink Helpline

HelpLink provides services over the phone. These services include information on counseling available in the area, CALWORKS (Welfare), shelters, food programs, clothing, furniture, etc.

 1-800-273-6222 or (415) 772-4357



## POMOĆ U HRANI

### Food Stamps (Bonovi za hranu)

Osobe koje se prijavljuju za ovaj program treba da budu spremne da predlože ime i prezime, adresu, broj telefona, i broj kartice socijalnog osiguranja (social security number), ako je posjedujete. Podaci koji budu predloženi bit će evidentirani, i osoba koja se prijavljuje za program bit će kontaktirana.

*Prijavljivanje za bonove za hranu na tel.:*



(415) 558-4186

### EOC (Economic Opportunity Council)

EOC nudi dopunsku hranu za starije osobe, i djecu ispod 6 godina, trudnice, te žene do godinu dana poslije poroda, koje nisu uključene u WIC program. Paketi hrane se dijele mjesečno, na šest različitih lokacija širom grada.



(415) 970-0165

### SHARE Program

Paketi hrane u vrijednosti 30-35 dolara su dostupni na kraju svakog mjeseca. Svako ko je zainteresovan za ovaj program treba da plati 14 dolara u gotovini, ili u bonovima za hranu, i 2 sata dobrovoljnog rada za društvenu zajednicu (mjesečno).



1-800-499-2506

### Emergency Food Box Program

Paketi hrane za porodice u nevolji se dijele u San Franciscu preko određenih neprofitnih agencija (organizacija).

*Ako Vam je potreban ovakav vid pomoći, nazovite:*

### HELPLINK HELPLINE



1-800-273-6222, ili (415) 772-4357

Korištenje usluga ove agencije (USDA), kao i mogućnost zaposlenja kod iste, je ravnopravna mogućnost za svakoga.

Rev. 6/98 (Bosnian)



## PROGRAM DOPUNSKJE ISHRANE ZA ŽENE, DOJENČAD I DJECU (WIC)

## MOŽEMO LI POMOĆI?

### MEDICINSKA POMOĆ

- Zdravlje majke i djeteta
  - Medi-Cal
  - CHDP

- Liječenje ovisnosti (droga, alkohol, pušenje)

### FINANSIJSKA POMOĆ

- CALWORKS (Welfare)
- Biro za podršku familije

### OPŠTA POMOĆ

- Telefonska linija za konsultacije i pomoć

### POMOĆ U HRANI

- Bonovi za hranu
  - EOC
  - SHARE
- Paketi hrane za porodice u nevolji

# MEDICINSKA POMOĆ

## Maternal and Child Health Referral Line

### Zdravstvena briga za majku i dijete

Za žene, bez obzira na dob, i djecu koja trebaju besplatan, ili jeftin vid zdravstvene zaštite: kontracepcija, test trudnoće, kontrola trudnoće, papa test, pregled grudi (dojki), zdravstvena briga za bebu i djecu, stomatološke-zubarske usluge.



1-800-300-9950 za upute u San Franciscu

### Medi-Cal

Moguća pomoć za Vaše medicinske račune preko Medi-Cal-a.  
*Prijavljivanje za Medi-Cal na telefon:*



(415) 863-9892

ili lično: Medi-Cal, 150 Otis St., San Francisco

Office hours: Monday to Friday

8-11am and 1-3pm

### CHDP (Child Health and Disability Prevention Program)

CHDP pruža besplatne zdravstvene usluge za djecu koja ispunjavaju uslove za korištenje ovog programa. Uključene su: redovne medicinske i stomatološke kontrole, vakcinacije, testovi vida i sluh, zdravstveno obrazovanje.

Prenatal Care Guidance (PCG) pomaže trudnicama da dobiju potrebne zdravstvene usluge.



(415) 554-9950

### Substance Abuse

Pomoć 24 sata osobama koje žele prekinuti uzimanje alkohola, ili drugih droga.

### CSAS Treatment Access Program



1-800-750-2727

**Drug Information Hotline/Telefon za informacije o drogama**  
(Kao dio programa za sprečavanje samoubistava).



(415) 362-3400 na raspolaganju 24 sata



# FINANSIJSKA POMOĆ

## CALWORKS (Welfare - bivši AFDC)

Calworks pruža finansijsku pomoć za djecu i njihove porodice (od rođenja do 19 godina), koja ispunjavaju određene uslove ovog programa. Porodice koje primaju Welfare mogu koristiti i Medi-Cal i bonove za hranu.

*Prijavljivanje za Welfare:*

lično: CALWORKS, 170 Otis St. (btwn Mission and Van Ness)  
San Francisco

Office hours: 8am to 3pm Mon. to Fri.



(415) 557-5721 (odjeljenje za registraciju)

### Family Support Bureau

Biro za podršku porodice pomaže osobama koje trebaju pomoć u izdržavanju djece, ako jedan od roditelja ne ispunjava svoje roditeljske obaveze.



(415) 356-2700

*Za direktan (lični) kontakt:*

Family Support Bureau, District Attorneys Office,  
617 Mission St., (at 2nd Street)  
San Francisco



# OPŠTA POMOĆ

## HelpLink Helpline

HelpLink pruža usluge (pomoć) putem telefona. Tu spadaju sve informacije i konsultacije za region u kojem živite, vezane za CALWORKS (Welfare), privremeni (nužni) smještaj, programi ishrane, gardaroba, namještaj, itd.



1-800-273-6222, ili (415) 772-4357

## **"New Community Health Resources for Bosnians in San Francisco"**

Bosnians in San Francisco now have more resources through the Newcomers Health Program, a collaboration of the San Francisco Department of Public Health and the International Institute of San Francisco. Besides providing refugees with interpretation services at the Refugee Medical Clinic at San Francisco General Hospital, Newcomers is developing other programs to help Bosnians improve their health.

In October 1999, Newcomers hired two Community Health Outreach Workers, Senad Kulenovic and Darko Micic. They held discussion groups and family and individual interviews to determine health and resettlement issues important to Bosnian refugees. Forty-six participants from ages 11 through 73 years old shared their resettlement experiences as well as ideas to help the community.

Darko has been providing interpretation for Bosnian clients at the Women Infant Children (WIC) clinic at San Francisco General Hospital and translating WIC documents. He also interprets as needed for home visits with public health nurses and social workers. At the Refugee Medical Clinic, he interprets and conducts a variety of health education workshops (such as nutrition and exercise, TB, high blood pressure, tobacco, etc.) for Bosnian patients.

Senad and Darko are also available to assist Bosnians to identify and apply for low-cost health insurance programs, as well as provide health information and referrals. They will be conducting health education workshops in the community, organizing social support groups and field trips for seniors, offering leadership development, and coordinating other community activities. The Newcomers Health Program is pleased to offer these new resources at little or no cost to participants, and to work more with the Bosnian community to improve their health and resettlement experiences in America.



For more information, please contact  
Senad Kulenovic or Darko Micic:

Newcomers Health Program  
1490 Mason St. #107  
San Francisco, CA 94133-4222  
Phone: (415) 705-8553  
Email: [newcomershealth@yahoo.com](mailto:newcomershealth@yahoo.com)

# PUT PUTUJE...

Prekrasan divan dan, ponedjeljak 7:30 AM. Poseban i malo drugačiji za Bosance koji žive u San Franciscu i učestvuju u aktivnostima koje organizuje "Newcomers Health Program" u saradnji sa "International Institute of San Francisco" i "San Francisco Department of Public Health". Naš cilj je bio "Apple Hill" Camino-Placervil, kompleks najvećih voćnjaka u Californiji. To je oblast udaljena oko 140 milja od San Francisca, cestom br. 50 prema South Lake Tahoe. Iznajmljeni *ful size* kombi pružio nam je potrebnu udobnost a krajevi kroz koje smo prolazili priliku da ih upoređujemo sa bosanskim krajolicima. Naravno, uz to idu i različite uspomene, anegdote pa je bilo i sjetnih i vrlo veselih trenuta.

Sami voćnjaci su zaista impresivni. Obišli smo tri plantaže i vidjeli odakle dolazi voće sa uglednom etiketom "Apple Hill" California. Posebno nam se dopala plantaža "Larsen Apple Barn" sa uglednim muzejem u kome su mnogi eksponati stari i više od sto godina. Opet je to bila prilika za sjećanja i upoređivanja sa bosanskim prostorima i vremenima. Vidjeti kako se radi u voćnjacima sa svjetskim ugledom, vidjeti njihove prekrasne jabuke (posebno sorte zlatni i crveni delišes), kruške i drugo voće, bilo je vrlo zanimljivo iskustvo za sve nas. Kao specijalni dodatak našem



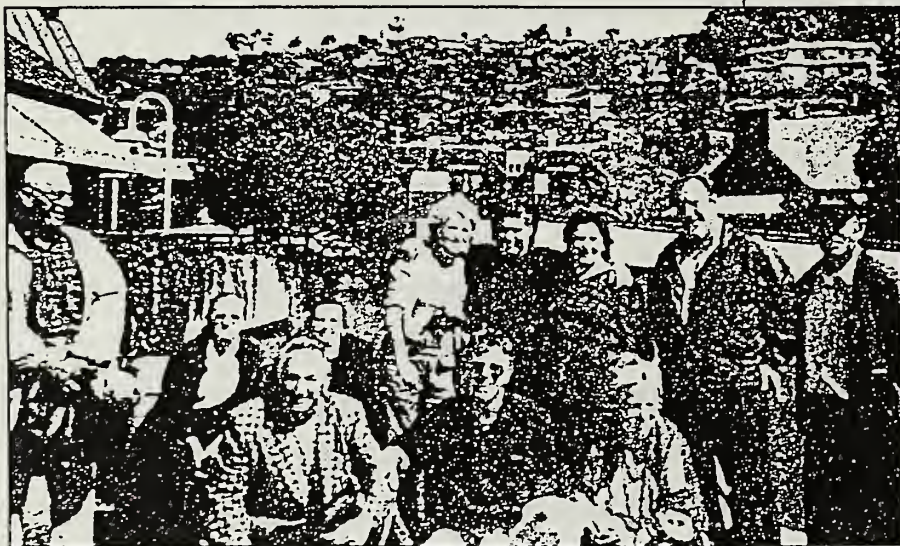
Mnoge svoje potrebe bosanske izbjeglice u San Franciscu mogu zadovoljiti zahvaljujući Newcomers Health Programu (NHP) - saradnja San Francisco Department of Public Health i International Institute of San Francisco. Pored obezbjeđivanja prevodioca za izbjeglice pacijente Refugee Medical Clinic pri San Francisco General Hospital, NHP razvija i druge programe koji pomažu unapređenju zdravlja bosanskih izbjeglica.

Od oktobra 1999. godine u NHP-u su kao Community Health Outreach Workers zaposleni Senad Kulenović i Darko Mičić. Vodeći razgovore sa grupama, porodicama i pojedincima iz bosanske izbjegličke zajednice utvrdili su najvažnije teme iz oblasti zdravstva i opšte problematike života u novoj sredini. 46 bosanskih izbjeglica starosti od 11 do 73 godine, govorilo je o svojim izbjegličkim iskustvima te predlagalo moguće načine da se pomogne zajednici.

Darko je kao prevodilac bio na usluzi bosanskim pacijentima na Women Infant Children (WIC) klinici pri San Francisco General Hospital. On je, također, prevodio WIC dokumente. Svoje prevodilačke usluge pružao je i socijalnim radnicima i bolničarkama za vrijeme kućnih posjeta pacijentima. Na Refugee Medical Clinic Darko za bosansku zajednicu pored prevodenja radi i na obuci iz oblasti zdravstva (ishrana i vježbanje, tuberkuloza, visoki krvni pritisak, pušenje itd).

Senad i Darko pomažu bosanskim izbjeglicama da pronadu i zatraže odgovarajuće povoljnije programe zdravstvenog osiguranja. Pored toga, obezbjeđuju im i sve potrebne informacije iz oblasti zdravstva i upućuju ih na odgovarajuće

institucije. Njihovi naredni zadaci se vezani za nastavlanje zdravstveneobuke, organiziranje različitih grupa za podršku, izleta za starije osobe kao i mnogih drugih potrebnih aktivnosti u zajednici. Newcomers Health program će i dalje sa zadovoljstvom nuditi različite usluge, besplatno ili po vrlo niskim cijenama, te nastaviti rad u bosanskoj izbjegličkoj zajednici na unapređenju opšteg, a posebno zdravstvenog stanja.



izletu imali smo malko zimskog ugođaja i hodanja po snijegu. Naime u podnožju planina oko skijaškog centra Lake Tahoe, već je počela zima sa snijegovima što je opet dozvalo sjećanja i uspomene.

Povratak je protekao u razgovorima o ovdašnjem životu, uspjesima i napredovanju, posebno mladih. Dobro raspoloženje povuklo je i pjesmu, naravno, našu bosansku. Tako je uvijek kad smo zajedno na našim izletima. Ovo je bio treći u organizaciji Newcomers Health Programa. Prvi je bio izlet u Sausalito, Tiburon i Petalumu preko Golden Gate mosta u Marin County, a drugi izlet bio je brodom na Angel Island. Potpisnik ovih redova će ponovo, u drugoj polovini decembra, u okviru programa NHP voditi grupu zemljaka. Ovaj put odredište je Monterey i tamošnji poznati akvarij.

Senad Kulenović

**Za sve informacije kontaktirajte**  
**Senada Kulenovića ili Darka Mičića**  
**Newcomers Health Program**  
 1490 Mason St., #107  
 San Francisco, CA 94133-4222  
 Tel: (415) 705-8553  
 E-mail: [newcomershealth@yahoo.com](mailto:newcomershealth@yahoo.com)



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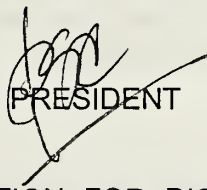
MAY 18 2001

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MEMORANDUM

TO: WORKFORCE INVESTMENT BOARD,  
PROGRAM INVESTMENT COMMITTEE  
MAYOR'S STAFF

DATE: MAY 16, 2001

FROM: PAMELA S. CALLOWAY,  PRESIDENT

SUBJECT: STAFF RECOMMENDATION FOR DISCRETIONARY GRANT FUNDS FOR  
SERVICES TO ELDERLY REFUGEES (MAY 23<sup>RD</sup> COMMITTEE MEETING –  
AGENDA ITEM 4.d.)

**Background**

On May 9, 2001, Staff received information from the Refugee Programs Branch (RPB) of the California Department of Social Services (CDSS) that the federal Office of Refugee Resettlement (ORR) had issued a Notice of Availability of FY 2001 Discretionary Funds to States for services to older refugees. State refugee agencies are the only eligible applicants; the deadline for states to submit applications to ORR is June 25, 2001. There is \$5 million available nationwide. The State will submit one single state application for \$2 million to ORR, and intends to allocate the funds awarded to California on the basis of the elderly refugee population by county. This will be done in accordance with Attachment 1, which depicts by county the number of elderly refugees that have arrived in California during the last five years. The State will only accept one funding request from each county. The deadline to submit a request is June 11, 2001.

In 1999, the State asked for \$2.5 million and received \$1.7 million of the \$5 million available nationwide. California used the same formula to allocate funds to the counties (percentage of elderly refugee 5 year arrivals in the county divided by the total number of elderly refugee 5 year arrivals in all counties that applied for the funds). If all of the counties listed in Attachment 1 submit proposals, San Francisco's percentage of the funds allocated would be 10.11%. (1,524 elderly in S.F. divided by the grand total of 15,073, which would give San Francisco \$202,216 if the State received \$2 million.) In 1999, 13 counties (including S.F.) applied. If a formula including those 13 counties is used, San Francisco's percentage would be 10.54671%. That applied to \$1.7 million, which the State received in 1999, would give San Francisco approximately \$179,294; a substantial decrease from the \$210,999 currently received.

Since 1999, these dollars have and are currently funding a project of the San Francisco Senior Refugee Collaborative, comprised of Jewish Family and Children's Services, International Institute of San Francisco, and Richmond Area Multi-Services. This Collaborative provides comprehensive supportive and social services to disadvantaged refugee seniors, age 60 and above, to enable them to more fully utilize existing mainstream senior services, to increase their

level of self-sufficiency and to integrate into the community; consistent with the goals of the discretionary grant funding.

The Collaborative's services currently include: outreach, information and referral, case management, translation and interpretation, escort and transportation, community center-based adult programs, health education, legal and naturalization, mental health, and volunteer-based in-home assistance. Through their combined efforts, the Collaborative provides linguistically and culturally-accessible services to San Francisco's major refugee populations, including those from the former Soviet Union (FSU), Bosnia, Vietnam (including Sino-Vietnamese refugees), Cambodia, Eritrea, Iran, and Iraq. The Collaborative expands existing programs, fills in gaps to complement existing services, and further develops working relationships with the State Agency on Aging, San Francisco Commission on Aging, and county health and social service providers. It also works closely with other refugee service providers in San Francisco. A copy of the latest report on the collaborative is included as Attachment 2.

### **Recommendation**

Staff recommends submitting a funding request on behalf of the San Francisco Senior Refugee Collaborative to allow it to continue to provide services to the San Francisco refugee community.

Staff will be available at your May 23<sup>rd</sup> meeting to answer any questions you may have.

cc: Refugee Subcontractors  
Jay Nelson, CDSS  
DHS Staff  
PIC Staff

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Grand Total (5 Years)	15073
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Source of data: Office Of Refugee Resettlement  
Compiled by: Refugee Programs Branch 1/29/2001  
Units: Individuals  
Population includes FFY 1996 to FFY 2000. Individuals that arrived at age 60 or older



# SEMI-ANNUAL PROGRESS REPORT ON PROJECTS FUNDED UNDER THE DISCRETIONARY GRANT FOR SERVICES TO OLDER REFUGEES

MAY 18 2001

Grantee: State of California Federal Grant Number: 90RL0041/01-02

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Date via Mail, Fax or Email.

Mail to: CDSS  
Refugee Programs Branch  
744 P Street, MS 6-646  
Sacramento, CA 95814  
Fax to: (916) 654-7187  
E-mail to: RPB@dss.ca.gov

COUNTY/CONTRACTOR: San Francisco PIC

State Contract/Allocation Number: TARL9909

Person Completing Report: Karen Hart

Telephone Number: 415-923-4260

Date: 4/20/01

## Reporting Period (Check One)

☒ First Semi-Annual (9/30/00 – 3/29/01)☐ Second Semi-Annual (3/30/01 – 9/29/01)☐ Final Report (9/30/99 – 9/29/01)

## Report Due

April 20, 2001

October 20, 2001

December 1, 2001

Note: Please attempt to limit responses to the space provided; however, if additional space is needed for any item, you may attach a separate sheet.

## 1. MAJOR ACTIVITIES/ACCOMPLISHMENTS

A. List major project activities this reporting period. (Include activities begun this period, those completed since previous period and those begun in the previous period and continuing this period.)

The San Francisco Senior Refugee Collaborative provided the following services to elderly refugees (please see attachments 1a & b for more):

- Case Management: Referral to needed services, help with housing and medical needs, planning for placement in skilled nursing facility, and help in negotiating family conflicts.
- Escort/Transportation: Personal escort or financial assistance in form of taxi vouchers.
- Interpretation/Translation: Help for appointments, phone contacts, or reading written materials.
- Information & Referral: Improved drop-in services. Outreach through mailings and advertisements.
- Health and Nutritional Program: Lectures on preventing injury and illness, healthy eating, and exercise.
- Community Center Based Programs: Cultural programs, outdoor excursions, participatory activities.
- Legal Services/ Naturalization: Tracking applications at INS, pursuing inquiries as needed, representing clients at hearings, and conducting civics education and interview preparation classes.
- Mental Health/Crisis Intervention: Individual and group counseling provided by Russian-speaking clinicians and medication assessment and management provided by a licensed psychiatrist.
- Volunteer-based In-Home Assistance: Companionship, tutoring, and general assistance for homebound elderly.

B. Specify the types of services provided to elderly refugees and the number of persons served during the reporting period in the spaces provided. Note, particularly, those services identified as priority services under this grant: Culturally-Appropriate Meals, Translation of Program Materials, Interpretation, Transportation and Accompaniment, and Resource Seminars.

Type of Service	# Served
Case Management	268
Escort and Transportation	93
Interpretation/Translation	338
Information & Referral	795
Health Education & Promotion	386
Community Center Adult Programs	265
Legal Services/Naturalization	350
Mental Health/Crisis Intervention	113
Volunteer-based In-Home Assistance	41

C. In the space provided below, enter the unduplicated number of persons to whom services were provided during the reporting period. (If this data is unavailable, please note.)

1,026

D. Were services provided during the reporting period coordinated with the local Area Agency on Aging (AAA)? Mainstream provider(s) of services to the elderly?

X Yes ☐ No\*

Name of local AAA: Commission on the Aging Senior Central Liaison Comm.

Contact Person/Telephone Betsy Eddy 415-864-6051 x 14

X Yes ☐ No\*

Name of mainstream provider(s): Goldman Institute on Aging

Contact Person/Telephone: K. Peloso 415-750-4141

\* In Item 2B, explain any problems or difficulties in coordinating services.

## 2. PROBLEMS

- A. List any problems experienced during the reporting period. (Include actual/anticipated slippage in task completion/project implementation dates and any deviations from original project plan. Also, indicate any steps undertaken to address problems.)

JFCS has deviated from the original plan in one important aspect: the number of clients served has been far greater than projected. Demand for these services is very high. These monolingual Russian-speaking seniors have culturally and linguistically specific needs and very few are able to transition to mainstream service programs. JFCS is concerned that this grant will terminate in September 2001 while the number of clients in need is far greater than anticipated and is not likely to decrease.

JFCS did not experience any significant problems in implementing this program. However, there has been one program delay due to circumstances beyond JFCS control. The Department of Aging of the State of California has postponed its release of guidelines for double shifts at Adult Day Health Care (ADHC) centers. Therefore, though the JFCS L'Chaim Wellness Center has verbal approval for a second shift and has all program and staffing plans in place, as well as more than enough eligible clients eager to participate, we have been required to delay the opening of our second shift pending the State of California guidelines release.

RAMS had to transfer most assessed elderly refugees to programs with different funding sources due to the high costs required to serve these refugees (psychiatric medication services).

- B. Specify any difficulties in coordinating services with local AAAs and/or providers of services to the Elderly. Also, indicate any steps undertaken to address these difficulties.

No problems.

3. **DISSEMINATION ACTIVITIES:** List information dissemination activities carried out during the reporting period. (Attach copies of any newspaper, newsletter, or magazine articles or other published materials considered relevant to project activities or used for project information or public relations purposes.)

JFCS introduced the "Ask Dr. Mates" column in *New Life*, a monthly Russian-language newspaper. Jacob W. Mates, MD, Clinical Director in JFCS Émigré Services, provides accessible mental health information and general wellness advice to hundreds of Russian-speaking seniors who are regular *New Life* readers. JFCS also began a media and direct mail informational campaign regarding the Holocaust Slave and Forced Labor Fund and the Holocaust Victim Assets Litigation process. Approximately forty eligible seniors responded to this outreach and JFCS provided them with comprehensive advocacy services, including personal assistance with applications for compensation. JFCS also continued to run articles and advertisements about their citizenship program and other programs of interest to seniors in *New Life*. (See Attachment 2 for sample published materials.)

RAMS

1. An article titled "Nostalgia: Between past and present" was published in a free monthly newsletter for the Russian community (see Attachment 3b).
2. Thirty minutes TV program in Vietnamese at KTSF, channel 26 was recorded. The Program covered such issues as Mental Health Access, Overcoming stigma of mental illness, Recognition and prevention of mental illness, Mental health in older years. The program will appear on TV at the end of April
3. Provided Russian-language psycho-educational materials to San Francisco Family Agency, Geriatric Service West.

4. **OTHER ACTIVITIES:** List any other project activities not noted earlier.

See Attachment 4

5. **ACTIVITIES PLANNED FOR NEXT REPORTING PERIOD:** List major activities planned for next reporting period. (Include specific coordination activities with local AAAs and providers of services to the Elderly.)

See Attachment 5

**SECTION 1.A. MAJOR ACTIVITIES/ACCOMPLISHMENTS (Continued):** List major project activities this reporting period. (Include activities begun this period, those completed since previous period and those begun in the previous period and continuing this period.) Details:

- **Case Management:** JFCS provided case management services to **sixty** new clients and **fifty-six** continuing clients. These Russian-speaking seniors received help in connecting to appropriate services, locating housing and medical assistance, planning for placement in skilled nursing facilities, and negotiating family conflicts.
- **Escort/Transportation:** JFCS provided personal escorts and/or taxi vouchers to **sixty** Russian-speaking seniors so that they could attend outreach programs at the Émigré Services site, visit doctors' offices, and participate in off-site excursions (described below).
- **Interpretation/Translation:** As a part of case management and citizenship services, JFCS staff assisted **over two hundred and fifty** elderly refugees with translation or interpretation during appointments or phone contact with English-speaking providers, or in reviewing written materials.
- **Information & Referral:** JFCS introduced the "**Ask Dr. Mates**" column in *New Life* Russian-language newspaper, providing accessible mental health information and general wellness advice for the **hundreds** of Russian-speaking seniors who are loyal *New Life* readers. JFCS also began a media and direct mail informational campaign regarding the "Remembrance, Responsibility and the Future" Foundation -- Program for Former Slaves and Forced Laborers (also called the "**Holocaust Slave and Forced Labor Fund**") and the Holocaust Victim Assets Litigation process. Approximately **forty** eligible seniors responded to this outreach and JFCS provided them with comprehensive advocacy services, including personal assistance with applications for compensation. Also, JFCS staff representing the L'Chaim program as well as citizenship services and other programs of interest to immigrant seniors visited potential clients where they live, providing information and strengthening their connection to support systems. On March 29, 2001, for example, staff met with a group of Russian-speaking seniors at a senior housing site to update them on the range of services available through our Agency.
- **Health and Nutritional Program:** **One hundred and seventy-one** grant-eligible seniors participated in this program, **twelve** of whom were not previously reported. Each program event could accommodate about sixty seniors and many events were repeated in order to maximize the number who could attend. The following lectures and activities were presented in Russian:
  1. October 12, 2000. "Visions Problems and Resources," by Nancie Ward, occupational therapist.
  2. November 7, 2000. "Nutrition Trivia," with nutritionist L. Misenti. Russian-speaking elderly tend to have limited knowledge of nutrition and are at high risk for related illnesses. This fun trivia game is just one way that JFCS helps them make informed, healthy nutritional choices.
  3. December 1, 2000. "How to Fight Depression," by I. Belykh, MSW.
  4. January 8, 2001. "Preventing and Treating Gastroenterological Problems" by Dr. Rokhlin.
  5. January 22, 2001. "How to Cook for One," with nutritionist L. Misenti.
  6. February 22, 2001. "How to Prevent Joint Problems," by Dr. Svidler.

7. March 13, 2001. "Neurological Problems and Parkinson's Disease," by Dr. A. Greenberg.

- **Community Center Based Programs, Part I:** During this reporting period, regular clients at the L'Chaim Wellness Center included **one hundred and fifty-seven** grant-eligible seniors, of whom **thirty-seven** were not previously reported. They participated in the following programs:

1. October 2-6, 2000. L'Chaim Olympics. These activities combined therapeutic athletic events with cultural exchanges and olympic ceremonies.
2. October 5, 2000. "Italian songs and Russian Romances," a concert by Francois. L'Chaim clients always enjoy concerts – a chance to listen to favorite melodies, reminisce, and even sing-a-long.
3. October 16, 2000 . L'Chaim Concert Series. Performance by A. Gladysheva on piano.
4. October 25, 2000. "Our Favorite Jewish Songs," concert by A. Karasic and G. Krumik.
5. November 2, 2000. "The Life and Legacy of Yuriy Viskor" (famous Russian-Jewish actor, writer and performer), lecture and video presented by D. Geffer.
6. November 9, 2000. Songs from the Movies. Concert by N. Grinberg and I. Vinarsky.
7. November 17, 2000. "History and Tradition of Thanksgiving Day. " After participating in this discussion led by E. Khassina, clients wrote stories and letters on related themes.
8. December 4, 2000. Volleyball tournament. Coordinated by A. Mullins.
9. December 18, 2000. "Exploring Beautiful San Francisco." City tour for small groups of seniors. Transportation provided. Seniors expressed deep gratitude for this chance to get out and appreciate the wonderful city they now call "home."
10. December 22, 2000. Chanukah celebration with S. Shtaubert.
11. December 28, 2000. Black & White Ball. Dressed in their most festive, black and white attire, seniors danced and sang and won holiday prizes. Music by M. Yegudin.
12. January 5, 2001. The Funny Hat Parade. Seniors displayed creativity and humor in their homemade "funny" hats. They enjoyed making and modeling the artwork.
13. January 11, 2001. The Life and Legacy of Martin Luther King, Jr. Presentation and discussion led by E. Khassina. This discussion, one of a series of educational events focusing on US history, helped seniors feel a part of their new home country and appreciate its history and values.
14. January 24, 2001. "Favorite Songs and Melodies from Operettas," with A. Kleyn.
15. February 8, 2001. "Tu B'Shevat – What's it all about?" Holiday discussion led by A. Borovik.
16. February 13, 2001. Exploring our hometown. Small group city tour.
17. February 15, 2001. The Best of Russian Romances. Concert by R. Shatsov.
17. February 21, 2001. President's Day. Discussion and trivia game led by E. Khassina.
18. March 5, 2001. All About Purim. A. Borovik explained the history and traditions of this holiday.
19. March 9, 2001. Purim Concert and Sing-Along led by S. Shtaubert.
20. March 16, 2001. Our National Anthem. Learning and singing the national anthem of the U.S.A. Led by A. Mullins, E. Khassina and S. Chernitskaya.
21. March 23, 2001. Yiddish Songs. The seniors shared songs of their youth and learned some new tunes as well, led by A. Karasik and G. Krumik

22. March 30, 2001. Connecting with the Jewish Community. L'Chaim Center seniors welcomed their peers from the Jewish Community Center's "Creativity Club" to display their craftwork and enjoy an afternoon of tea and conversation.

23. Monthly. Discussions on Israel and current events. These discussions give seniors a chance to stretch their intellectual muscle and help to integrate them into the world around them.

24. Periodically: Auctions. Clients collect "L'Chaim Bucks" for regular attendance and may use the bucks to purchase donated items. Spirited events!

- **Community Center Based Programs, Part II:** During this reporting period, the L'Chaim Wellness Center began an outreach program directed at isolated, Russian-speaking seniors who are not currently participating in an ADHC program. On February 16, L'Chaim hosted a Community Shabbat, an informational and social event attended by **over fifty** grant-eligible seniors who were not previously reported. Transportation was provided so that frail seniors were highly represented. The Center plans to host similar events in the next reporting period, beginning with a Passover holiday celebration in April 2001.
- **Legal Services/ Naturalization:** JFCS attorneys and legal staff provided legal services and naturalization assistance to **two hundred and forty-three** elderly refugees. This demand far exceeded the projected number of clients (one hundred and sixteen). Services included assistance in filing N-400s or medical waivers, tracking of applications, representation at INS hearings, inquiries with the INS as required, and civics education and interview preparation classes.
- **Mental Health/Crisis Intervention:** Russian-speaking clinicians at JFCS provided individual, couples, and group counseling to elderly refugees experiencing mental health crises and problems. Patients included **thirty-two** new clients, double the projected number. Also, JFCS treated **sixty-four** continuing mental health clients. Additional mental health services included medication assessment and management provided by a licensed psychiatrist and Russian-language education about psychological and psychiatric issues.
- **Volunteer-based In-Home Assistance:** JFCS screens volunteers and provides them with training and ongoing support so that they can provide sensitive and helpful service to refugee seniors. In this period, volunteers visited **thirty-three** homebound elderly to provide companionship, in-home assistance, tutoring (including help in preparing for the citizenship exam), and other basic services. **Twelve** of these seniors had not been served previously. These visits reduce seniors' isolation and often result in cross-cultural and intergenerational friendships that benefit both seniors and volunteers.



**SECTION 1.A. MAJOR ACTIVITIES/ACCOMPLISHMENTS (Continued):** List major project activities this reporting period. (Include activities begun this period, those completed since previous period and those begun in the previous period and continuing this period.) Details:

#### **Richmond Area Multi-Services (RAMS)**

1. Rams staff presented two lectures ("Jewish identity in immigration" and "Nostalgia and Mental Health problems") to a community-based self-help group of the Russian-speaking elderly refugees. Jewish Community Center provided a space for the presentations. The lectures were open to the public and were advertised in "New Life", a major Russian-language San Francisco newspaper. A review of the second lecture was published in another Russian-language newspaper, "Kstatie." (see Attachment 3a)
2. Rams staff presented on Mental Health Problems of Elderly Immigrants and Refugees to Russian-speaking attendees of the Downtown Senior Central. At the end of the lecture Depression Screening Questionnaire was administered and people were given appropriate referrals.
3. Rams staff participated in National Depression Screening Day organized by Mental Health Association of San Francisco in collaboration with Richmond Senior Central and Geriatric Service West.
4. Rams staff continued weekly citizenship classes for Vietnamese seniors at South East Asian Community Center.

#### **International Institute of San Francisco (IISF)**

Senior participation in the YouthCares program has continued to be consistent. YouthCares activities are designed to meet the specific needs of the seniors involved in the program. This means that during some cycles youth lead many group activities, while during other cycles youth work primarily one on one with seniors.

- YouthCares has served 58 seniors in community center settings this past six months. Programming focuses on combating social isolation and supporting seniors to live independently. Fifty seniors were involved in social activities, 40 of whom were served in a group setting with activities such as holiday celebrations, crafts and cooking classes. Fifteen other seniors received individual attention from youth visitors. Fifteen more seniors received practical support from YouthCares, 7 participating in English as a Second Language tutoring and translation groups to practice pronunciation and speaking, as well as one-on-one tutoring sessions that help seniors with reading and writing.
- Eleven seniors had help with light housekeeping and errands from youth participants. These are important services, as they help seniors do things they often could not accomplish on their own. Youth often buy groceries, vacuum and do other chores that assist them with daily living. Seniors also experience the joy of giving. They develop meaningful relationships with youth, offering the stability and perspective of an older adult, shared cultural connection, as well as a cross-cultural experience. The nature of the program is a flexible one.
- Health services provided to seniors in conjunction with Newcomers Health Program Health Education continued to be consistent. The most common health issues in Russian, Bosnian and Vietnamese populations continue to be hypertension and depression. The top six health issues dealt with in the whole refugee population are hypertension, depression, diabetes, managed care, asthma, and arthritis.



This attachment to the JFCS semi-annual report on the Senior Refugee Collaborative includes the following sample published materials:

1. A sample of JFCS-sponsored ads and articles in *New Life* Russian-language newspaper. English version provided for key articles.
2. An article about the JFCS L'Chaim Wellness Center (ADHC). This article appeared in the January 12, 2001 edition of the *Jewish Bulletin*.



**Вопрос.** Я слышал об изменениях в работе WPC и хотел бы знать, как эти изменения на деле могут помочь. Он сейчас, живет в Калифорнии. Я бы хотел, чтобы он приехал в США по статусу беженца. Хотел бы узнать, ему необходимо получить визу, или он записался, подан и переедет. Что мне делать сейчас?

Наум

**Ответ.** Агента, которую заполнил ваш брат, действительно. Изменились только правила Госдепартамента США относительно подачи affidavit of relationship. С 1 марта его можно подать только через региональный офис (в нашем случае это JFCS). Там вам помогут заполнить и заверить affidavit of support, заполнить предварительную визу A (ее документы) и отправить по назначению.

Новые правила Госдепартамента запрещают JFCS выдавать бланки affidavit of relationship и affidavit of support спонсорам. Мы настойчиво возражали против введения этих правил, но, вероятно, в ближайшем будущем они не изменятся. В архивах JFCS будет храниться копия вашего заявления (см. объявление "Новая процедура подачи документов на статус беженца"). Все необходимые материалы вы можете взять у секретаря в JFCS.

**Вопрос.** Я приехал в США год назад со статусом беженца. Муж остался в Москве по работе и в настоящее время потерял свой статус, потому что не успел выйти в срок, установленный WPC. Есть ли шанс, что его дело опять будет рассмотрено? Если нет, то относится ли к нему новый закон LIFE?

Энгелина

## СПРОСИТЕ ЭМИ

"СПРОСИТЕ ЭМИ" - рубрика для читателей, интересующихся правовой информацией о процессе получения гражданства и других вопросах иммиграции в США. На вопросы отвечает старший адвокат JFCS, который специализируется на иммиграционных законодательствах. Если у вас есть вопросы, направьте их на по адресу:

Ай Аму  
JFCS Citizenship Program  
2534 Judah Ave.,  
San Francisco, CA 94122

**Ответ.** Вряд ли WPC откроет какие-либо из тысяч дел, которые были закрыты, хотя и HIAS, и некоторые конгрессмены выразили готовность ходатайствовать за это. Если что-то изменится, мы вам сообщим через газету.

Когда вы получите green card, вы сможете подать за своего мужа прошение на основании родственных связей. Закон LIFE к вам не относится. Срок ожидания для тех, чьи супруги имеют green card, от 4 до 5 лет.

**Вопрос.** Я приехала в США 22 ноября 1996 г. со статусом беженца. Сейчас я - постоянный легальный житель (у меня есть green card). Когда мне нужно подавать на гражданство, чтобы не потерять бенефиты, включая SSI и Medicaid? Какой крайний срок подачи документов - 5 или 7 лет после приезда в США? Когда-то я видела объявление, что этот период был продлен с 5 до 7 лет, но не помню, к какой группе иммигрантов это относилось. Пожалуйста, ответьте подробно, так как я уверена, что это интересует не только меня.

Анна, 76 лет

"Ask Amy". The senior Immigration Attorney at the JFCS answers citizenship questions. Readers are invited to send their own queries

**Ответ.** Вы должны подавать на гражданство как можно скорее. Вы можете это сделать к 22 августа 2001 г. (4 года 9 месяцев со дня вашего приезда).

Безусловно, приехавшие в США после 22 августа 1996 г. должны получить гражданство в течение 7 лет после даты приезда, в противном случае они рискуют потерять SSI и Medicaid. Несмотря на то, что в последнее время документы на гражданство в Сан-Франциско INS рассматривает несколько быстрее, чем раньше, многие все еще ожидают подолгу. Чем скорее вы подадите документы, тем вероятнее, что станете гражданкой США до истечения 7-летнего срока.

**Вопрос.** Мы приехали в США в июне 2000 г. со статусом парол. Можем ли мы подавать сейчас на green card?

Людмила

**Ответ.** Люди со статусом парол могут подавать документы на перемену статуса или на green card после 1 года проживания в США. Вы можете обратиться в JFCS в конце апреля или в мае, чтобы вовремя подготовить все документы.

## СООБЩЕНИЕ INS

В дополнение к статье, напечатанной в прошлом номере газеты, мы сообщаем информацию, поступающую из INS и касающуюся действия нового закона LIFE.

Одно из положений LIFE временно восстанавливает Раздел 245 (i) Закона об иммиграции и натурализации. Раздел 245 (i) не является амнистией для всех лиц, незаконно находящихся на территории США. Он касается только определенных лиц, проживавших в США, которые, хотя и имеют право на получение иммиграционной визы, но не могут изменить свой статус, находясь на территории страны. Чтобы обеспечить право подачи заявления на изменение статуса в соответствии с Разделом 245 (i), человек должен получить положительный ответ на свое прошение об иммиграционной визе (формы I-130 или I-140) или на заявление о правах на работу в США, поданные до 30 апреля 2001 г. Если прошение или заявление были поданы после 14 января 1998 г., их податель должен будет доказать, что он находился в США на 21 декабря 2000 г.

Заявление об изменении статуса (форма I-485) на основании Раздела 245 (i) не обязательно должно быть подано до 30 апреля 2001 г. Его можно подать после получения положительного ответа на ваше заявление о визе. После этого вы получите номер визы. При этом необходимо заплатить сбор за подачу документов и штраф 1000 долларов.

Печатается по материалам газеты "Новое русское слово".

# Jewish Family & Children's Services

## МОЖЕТ ВАМ ПОМОЧЬ!

JFCS IMMIGRATION SERVICE CENTER сообщает об услугах нашего центра

Перевод иммиграционных документов  
Легализация документов (notary public)

Помощь квалифицированного  
адвоката и опытных сотрудников

Мы также оказываем следующие услуги:

Оформление документов на статус иммигранта, беженца, на предоставление политического убежища;  
Заполнение заявления на green card

Подача документов на гражданство и заполнение формы N-400  
Подготовка к интервью на гражданство;  
получение разрешения сдать экзамен на гражданство на родном языке и в присутствии адвоката для тех, кто имеет на это медицинские основания

Позвоните по тел.: (415) 449-2900 и договоритесь о встрече в нашем агентстве. Адрес: 2534 Judah St.  
Внимание! JFCS Citizenship Program больше не принимает оплаты наличными. Оплата - только чеком или money order.

### ЗАПОЛНЕНИЕ ФОРМЫ N-400

JFCS проводит регулярные консультации, на которых вы получите ответы на все вопросы о гражданстве и где вам помогут правильно заполнить форму N-400. Сотрудники JFCS внимательно проверят ваши документы, передадут их в INS и проследят за процессом их рассмотрения.

Консультации в Сан-Франциско проводятся на русском языке один раз в месяц, по вторникам, утром и вечером, с 9:00 до 1:00 и в 6:00

13 марта, 17 апреля, 15 мая, 12 июня

Для консультации необходимо зарегистрироваться заранее. Для этого позвоните по тел.: 449-2910 и сообщите свое имя и адрес. Вам пришлют форму для регистрации, а после этого - информацию о том, где состоится консультация и что нужно с собой принести. Проводятся только групповые консультации.

### ПОДГОТОВКА К ИНТЕРВЬЮ

На занятиях по подготовке к интервью на гражданство будут применяться приглашения!

Каждый вторник с 10:00 до 12:00 проводятся специальные занятия по подготовке к интервью на гражданство. Занятия проводятся по адресу: 2534 Judah St. (между 30th и 31st Avenue). Они ведутся только на английском языке. По-русски разговаривать не разрешается!

Для клиентов JFCS занятия бесплатные. Подавшие документы на гражданство самостоятельно также могут посещать эти занятия. Плата - \$1 за одно занятие.

Фотосессия

### УЧИТЕ АНГЛИЙСКИЙ!

Большинство иммигрантов из СНГ должны проходить интервью на гражданство на английском языке; право проходить интервью на родном языке получают очень немногие. Вам потребуется совсем элементарное знание английского языка, которое вы можете получить в английских классах при JCS. Вам не нужно много говорить и писать по-английски, и этого будет достаточно, чтобы успешно пройти интервью на гражданство. На первом этапе, зависящем от вас, в классы английского языка при JCS!





# Доктор Мейтс отвечает на ваши вопросы

**Вопрос.** Мой врач утверждает, что депрессия. Он прописал мне антидепрессант, но я боюсь его принимать. Как лекарство действует на организм при депрессии?

**Ответ.** Если врач определяет, что вы страдаете от депрессии, то методы лечения включают медикаменты, психотерапию или их сочетание. Вы вместе с врачом должны решить, что в вашем случае больше подходит. Я заверяю вас, что лекарства от депрессии зарекомендовали себя как безопасные и очень эффективные средства от депрессии.

В последние два-три десятилетия исследователи добились огромных успехов в изучении химических процессов в клетках мозга, и благодаря этим знаниям появилось новое поколение лекарств от депрессии. Они восстанавливают естественный химический баланс в клетках мозга. Все антидепрессанты примерно одинаково эффективны, но они различаются по потенциальным побочным эффектам и механизму действия. Однако все они имеют нечто общее.

**Во-первых,** обычно проходит несколько недель, прежде чем вы увидите положительные сдвиги. Возможно, это происходит потому, что они воздействуют на ивнерные клетки, вырабатывающие химические элементы, или исдут к микроскопическим изменениям, происходящим на их поверхности, а это требует времени. В результате до того, как вы заметите перемены к лучшему, вы можете испытать некие побочные действия лекарства. Это абсолютно нормально, и вы не должны отчаиваться. Очень важно соблюдать дозировку и продолжать принимать лекарство минимум 6 - 8 недель, прежде чем менять его и переходить к другому.

**Во-вторых,** поскольку все антидепрессанты примерно одинаково эффективны, ваш врач выберет лекарство, учитывая его побочные действия и взаимодействие с другими лекарствами, которые вы принимаете.

Например, если вы плохо засыпаете, вам могут прописать антидепрессант со снотворным эффектом. Если у вас проблемы с сердцем, врач будет избегать лекарства, которое в сочетании с вашим сердечным лекарством может дать побочное действие.

**В-третьих,** некоторые антидепрессанты хорошо действуют на другие душевные заболевания. Например, некоторые люди, страдающие от депрессии, подвержены также паническим атакам. В данном случае врач поможет антидепрессанты группы SSRI, поэтому врач может выбрать один из них (Prozac, Celexa, Paxil, Zoloft или Luvox) для лечения депрессии.

**В-четвертых,** вам, возможно, придется попробовать несколько лекарств, пока вы не найдете наиболее подходящее для вас, с наименьшим количеством побочных эффектов. Ваш доктор постарается как можно точнее выбрать для вас лекарство, но только со временем можно определить, подходит ли оно вам.

**В-пятых,** антидепрессант нужно принимать минимум несколько месяцев, а некоторым - несколько лет. Серьезная депрессия может стать тяжелым хроническим заболеванием, поэтому вы вместе с врачом должны решить, можно ли вам прекратить принимать лекарство или продолжать его принимать постоянно. Вероятно, очень тяжело искать самоподходящее лекарство методом проб и ошибок, а потом принимать его долгое время. Тем не менее, нужно помнить, что большинству людей антидепрессанты очень помогают и являются в высшей степени эффективным средством для возвращения к нормальной жизни.

**Dr. Maitz Answers Your Questions.** Dr. Jacob W. Maitz is the Medical Director of the Emigre Clinic of Jewish Family and Children's Services located at Judah St. in San Francisco. In this column Dr. Maitz answers a question about the anti-depressants and their potential side effects.

## НОВАЯ ПРОЦЕДУРА ПОДАЧИ ДОКУМЕНТОВ НА СТАТУС БЕЖЕНЦА

Согласно новым инструкциям Госдепартамента США Washington Processing Center больше не будет принимать заявления на статус беженца непосредственно от родоотечественников, живущих в США.

Если у вас есть родоотечественники в бывшем Советском Союзе, которых вы хотите пригласить в США, вы должны сделать следующее:

1. Получить в JFCS новый пакет приглашения для беженцев. В этот пакет входит предварительная анкета, которую ваши родственники в СНГ должны заполнить, подписать и прислать вам обратно, а также перечень документов и информации, необходимых для приглашения членов вашей семьи. Пакет можно получить у секретаря с 9 утра до 5 вечера по будним дням или по почте, позвонив предварительно Дэвиду Рудерману по тел.: (415)449-2909.

2. Соберите все необходимые документы и информацию, указанную в пакете. JFCS не сможет обработать ваши документы, если комплект будет неполным.

3. Посетите в JFCS групповую консультацию по заполнению документов. Консультации проводятся по средам в 4:00. Приготовьте все документы. Стоимость - \$25 за одно заявление (вкл. нотариально).

JFCS будет подавать ваш заявление через HIAS и сохранит копии в своем архиве до приезда ваших родоотечественников.

## ВНИМАНИЕ! JFCS предлагает заявления в Фонд компенсации за рабский и принудительный труд (Slave Labor Compensation Fund) и помощь в их заполнении

Вы можете получить компенсацию от правительства Германии из средств фонда "Память, ответственность и будущее" (Remembrance, Responsibility and the Future). Заявление можно подать, если:

- вы находились на оккупированной Германской территории (кроме Австрии) во время второй мировой войны;
  - вы выполняли рабочий или принудительный труд в концлагерном лагере, тегто, трудовом лагере или в охотных обстоятельствах, предлаагающих лишения свободы или невыносимые условия жизни;
  - все это время вы были и считались сарами.
- Кроме того, если вы - супруги, дети, внуки, родные братья и сестры или прямые наследники людей, которые удовлетворяют вышеперечисленным условиям и которые умерли после 15 февраля 1999 г., вы также можете подавать заявления на получение компенсации. Максимальная сумма компенсации, определенная законодательством Германии, - 18000 DM (примерно \$7500) за рабский и 3000 DM (примерно \$2500) за принудительный труд. Окончательная сумма зависит от числа полученных и одобренных заявлений. Текст заявления имеется на русском и на английском языках, но заполнять их нужно латинскими буквами. Срок подачи - до 11 августа 2001 г. Бланки заявлений можно получить в JFCS по адресу: 2534 Judah Street, San Francisco, CA 94122.

В JFCS еженедельно проводятся информационные встречи, где вам расскажут о Slave Labor Compensation Fund. Мы поможем вам заполнить и заверить заявления (плата - \$10). На консультацию запишитесь заранее по тел.: (415)449-2900.

## Внимание! Мы обращаемся к будущим студентам и их родителям!

The Emigre Youth Program of Jewish Family and Children's Services приглашает на программу подготовки к учебе в колледже подростков-иммигрантов

Бесплатный курс подготовки к сдаче SAT (экзамен для поступления в колледж). Количество мест ограничено.

- ☑ Семинары для подростков и родителей.
- ☑ Полные справочники с информацией о колледжах (имеются также в Club Noon).
- ☑ Персональная помощь. Сотрудники программы помогут школьникам с сочинениями (essays) и проверят правильность заполнения заявлений.
- ☑ Сотрудники программы ответят на ваши вопросы и помогут определиться тем, кто думает о поступлении в колледж.
- ☑ Бюллетень для родителей с информацией о подготовке к колледжу. Тел.: 449-3857 или Email: sarahs@jcs.org.

Наш адрес: 419 Presidio Avenue, работаем с 10:30 до 6:30 (понедельник - четверг), с 10:00 до 5:00 (пятница).

Дополнительную информацию можно получить по тел.: (415)449-3857 у координатора программы Сары Кросс.

### Но это еще не все!

Мы предлагаем школьникам 8 - 18 лет бесплатную помощь в подготовке домашних заданий - Homework Club.

Преподаватели ждут вас по средам, с 4:30 до 6:30 вечера.

Если вам нужна такая помощь или вы хотите предложить свои услуги в качестве преподавателя-волонтера, позвоните Саре по тел.: (415)449-3857.

## Беженец? Нужны документы для въезда за границу?

Существуют ограничения на въезд за пределы США для людей, приехавших со статусом беженца. Время пребывания в США и иммиграционный статус определяют, какие документы понадобятся для въезда обратно в страну. Если у вас есть вопросы или вам нужна помощь в подготовке этих документов, JFCS может помочь. Мы проводим групповые консультации по заполнению документов для въезда обратно в США (refugee travel document).

С собой необходимо иметь: белую карточку (I-94) или green card; паспорт; две фотографии (как на green card); чек или money order на \$95, выписанный на INS; чек (или наличные) на \$50, выписанный на JFCS. Если вам нужно уехать раньше, чем через четыре месяца, необходимо представить документ, подтверждающий срочность отъезда (справку от врача, приглашение на свадьбу и т.п.) и заплатить JFCS дополнительно \$50 за доставку FedEx.

Для записи на консультацию звоните Marlene Goldfarb по тел.: (415)449-2914

## Внимание! Спонсоров новых иммигрантов!

Как только вам станет известна дата приезда в США ваших родоотечественников, пожалуйста, немедленно сообщите об этом в Jewish Family & Children's Services. Это позволит нам своевременно и эффективно помочь новоприбывшим получить положенные им пособия.

Звоните по телефону: 449-2919 Маше Гуткиной.

Как только ваши родоотечественники получат статус беженца в эмигрантском посольстве в Москве, пожалуйста, сразу же позвоните в Jewish Family and Children's Services по телефону 449-2918 Ире Дави.



QUESTION:

MY DOCTOR SAYS I HAVE DEPRESSION AND HAS PRESCRIBED AN ANTI-DEPRESSANT MEDICATION, BUT I AM AFRAID OF MEDICINES. CAN A DRUG REALLY HELP DEPRESSION?

DR. MATES ANSWERS:

If you and your doctor have determined that you suffer from depression, then the treatments open to you are anti-depressant medication, psychotherapy, or a combination of these two. You and your doctor will determine together which treatment is best in your case. I can tell you that anti-depressant medications have proven themselves to be safe and very effective treatments for depression.

The last two or three decades of research in depression have seen an explosion of new knowledge about the brain's anatomy and chemistry, and based on this knowledge have come new generations of anti-depressants. All of these medicines seem to help depression by acting through the chemicals that transmit signals between nerve cells in the brain along the pathways affecting emotions. A short hand way of describing their action is to say that they treat an imbalance in these natural chemicals. All antidepressants are about equally effective in the treatment of depression, but they differ in their potential side effects and mechanism of action. However, all of them have some characteristics in common.

First, anti-depressants usually take a few weeks to begin their positive effects. This may be because they cause changes in the way nerve cells produce chemicals or make microscopic anatomical changes to their surfaces, and such changes take time. The result is that you will experience the side effects, if any, prior to the positive benefits of the medicine. This is entirely normal, and you should not be discouraged. It is important to take an antidepressant at a therapeutic dose for at least 6 to 8 weeks before giving up on it and trying another drug.

Second, since all anti-depressants are about equally effective your doctor will choose them with you based on the different side effects of each drug and on each drug's potential interaction with other medication that you are already taking. For example, if one of your symptoms is difficulty falling asleep you might be prescribed an antidepressant with sedative side effects. If you have heart problems your doctor will avoid a drug that has strong negative effects on the heart's function or a negative effect on the heart medicine you are taking.

Third, some anti-depressants are also powerful medicines for other mental health disorders. For example, some persons with depression also suffer from panic attacks. The so called "SSRI" anti-depressants are very good at treating panic, so your doctor may choose one of these medications (Prozac, Celexa, Paxil, Zoloft, or Luvox) as his or her first choice to treat your depression..

Fourth, you may need to try more than one drug before finding just the right one that has few side effects but a powerful anti-depressant effect for you. This is because despite our similarities as humans,

people can be very different. If you have a family member for whom a certain drug has worked well, that is a very useful indication that the same drug will work for you. In all other cases your doctor will use his or her best judgment in choosing a medication, and then the two of you will have to work together over time to determine the best medication for you.

Fifth, anti-depressants will have to be taken by some persons for at least many months, and some persons will have to take them for years. Major depression can be a serious and recurring illness. You and your doctor need to determine together if you fit into a category of patients that should try to discontinue the medication or if you should plan to take your anti-depressant for a very long time.

It can be frustrating to have to find the best medication by using trial and error, and then to have to take that medicine for a long time. However, the very good news is that for the majority of persons with depression, anti-depressants have proven themselves to be a highly effective method of returning to normal functioning and getting back a good quality of life. Good luck!

### Slave Labor Compensation Fund: JFCS Provides Applications and Assistance

Attention! You may be eligible to receive compensation from the German Government through the Foundation "Remembrance, Responsibility and the Future," administered by the Claims Conference. **To apply you must meet all of the following criteria:**

- You were located on German occupied territory (other than in Austria) during the Second World War.
- You performed slave or forced labor in a concentration camp, ghetto, labor camp or similar conditions resembling imprisonment or extremely harsh living conditions.
- You were Jewish at the time.

Or, if you are the spouse, child, grandchild, sibling or testamentary heir of someone who fulfill the above criteria *and* who died after February 15, 1999, you may apply to receive compensation.

The maximum amount of compensation allowed by German legislation is DM 15,000 (approximately \$7,500) for slave labor and DM 5,000 (approximately \$2,500) for forced labor. The amount of final payment will depend on how many applications are approved.

Applications are available in Russian or English, but both of them must be filled-out using Latin letters. Applications must be received by August 11, 2001. You may pick-up a free application at:

Jewish Family & Children's Services  
2534 Judah Street  
San Francisco, CA 94122

JFCS will hold a series of weekly informational meetings about the Slave Labor Compensation Fund. We will help you fill out the form and notarize it (\$10 fee for notary service). The number of spaces at each meeting is limited, so you must call beforehand to reserve a space. Please call (415) 449-2900 to learn about meeting times and to sign up.



## ASK AMY

Dear Amy,

I have heard about changes at the WPC and would like to know how they affect my case. My brother lives in Kishnev, Moldova. He is Jewish. I would like to bring him to the U.S. as a refugee. Last month I sent him a preliminary questionnaire to complete and sign. He did, and sent it back to me. Is this questionnaire still valid? What should I do now?

Naum

Dear Naum:

The preliminary questionnaire your brother completed is still valid. What have changed are the U.S. State Department rules regarding filing the affidavit of relationship. As of March 1 of this year, this can only be done at a local office such as JFCS. JFCS will help you complete the affidavit of support, notarize it, and file it, along with the preliminary questionnaire and supporting documentation, with HIAS.

The new State Department rules prohibit JFCS from giving out copies of blank affidavits of relationship, and also from giving sponsors copies of their completed affidavits. I have argued strenuously against these new rules, but it is unlikely that they will change in the near future. JFCS will keep a copy of your complete application on file.

Please see the advertisement on the opposite page for more information. You may obtain copies of the preliminary questionnaire and a list of all of the necessary documentation and information at the JFCS reception desk.

Amy

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Dear Amy:

I came to the U.S. one year ago as a refugee. My husband stayed in Moscow for work reasons, and now he has lost his refugee status because he did not leave before his WPC deadline. Is there any chance that his case can be reopened? If not, does the new "L.I.F.E." act affect him?

Engelina

Dear Engelina:

It is very unlikely that the WPC will decide to reopen any of the thousands of cases they have closed, although both HIAS and some members of congress have expressed interest in advocating for this to happen. If there is a change, I will be sure to let you know in this space.

When you receive your green card, you may file a relative petition for your husband. The "L.I.F.E." act does not affect you. The waiting time for spouses of green card holders is approximately four to five years.

Amy

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Dear Amy,

I arrived in America on November 22, 1996 as a refugee. I am now a legal permanent resident (I have a green card). When do I need to file for citizenship, in order to avoid the loss of benefits, including SSI and Medical – is the deadline five years or seven years after arrival? There was some kind of announcement that the period had been lengthened from five years to seven, but I don't know what immigrant group that affected. I seriously ask that you reply to this question, as I am sure that it interests not only me, but all of my senior friends as well.

Anna, age 76

Dear Anna:

You should file for citizenship as soon as possible. You will be eligible to do so on August 22, 2001.

Refugees who arrived in the U.S. after August 22, 1996 must become citizens within seven years after their date of arrival or risk losing federal benefits such as SSI and Medical. While citizenship processing at the INS is happening more quickly in San Francisco in recent months, many applicants still face delays. The sooner you file, the more likely you will be to attain citizenship before your seven year deadline.

Amy

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Dear Amy:

My family arrived in the U.S. in June 2000, with parole status. Can we file for our green card now?

Lyudmila

Dear Lyudmila:

Parolees may file for "adjustment of status" or green cards, after one year in the U.S. You may contact JFCS staff in late April or May to begin making arrangements.

Amy

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# L'Chaim program gives life, hope to elderly emigres living in S.F.

ALEZA GOLDSMITH  
Bulletin Staff

Towering San Francisco buildings and streams of nameless faces surrounded Etya Libenshteyn as she wandered, lost, down Market Street.

She had found her destination just fine, a medical supply store carrying specially prescribed stockings. But returning to her Richmond District home was another matter for the emigre from St. Petersburg.

Having only been in the United States a short time, Libenshteyn knew very little English. An entire day passed by with Libenshteyn inquiring of strangers, "Richmond?" in a heavy Russian accent, before she

I was growing up. When we did occasionally celebrate them, it was always in secret."

Over the past year, L'Chaim has provided cultural and social programs such as concerts, tours, lectures and English classes for more than 200 Russian-speaking elderly immigrants in the Bay Area. It has also provided physical therapy, occupational therapy and nursing care from geriatrics professionals.

In fact, since the program's inception a year ago, several people who were unable to walk are literally back on their feet.

When 74-year-old Katya Shukhat came to the group, for example, she walked with a cane. The Odessa emigre had spent months bedridden, due to a broken hip.

Now, not only has she long for-gone the cane, but she makes a constant point of proving she doesn't need it. As the music of "Hava Negillah" fills the room, Shukhat, wearing a hot-pink dress, is the first one up. She dances circles around her friends.

"I've become alive again," she says through a translator. Putting her hand on her chest, just below a string of large pearls, she adds, "Every time I am dancing and singing, I am fascinated that this is actually me."

Korsunskaya has a similar story. She had undergone a nine-hour surgery for a broken hip and was using a wheelchair when she joined L'Chaim.

"I was crying almost all the time," she says. "I had been very active before the fall but afterward I was very depressed and experiencing much pain."

Four months later, after rigorous physical therapy, Korsunskaya was out of the wheelchair. She didn't think she'd ever walk again.

"L'Chaim is not only the name of our program," says director Anna Borovik, "it is our goal."

The Bay Area has a dire need for programs like L'Chaim that give new life and hope to older emigres, according to Gayle Zahler, director of the JFCS emigre program. The area is home to more than 7,000 elderly immigrants from the former Soviet Union, most of whom are Jews, she says.

Since Borovik, as well as most of the staff, are themselves Russian-speaking immigrants, Zahler says L'Chaim "is an environment where language and cultural familiarity is not an issue."

Borovik adds: "We speak their language, we know their culture, we know their background, we know their mentality. Though I'm younger than they are, we all faced the same problems when we came here.

"These people went through a lot — they were uprooted from everything when they came to this country. It's hard enough moving to a new city. Imagine

moving to a new country."

A plump woman with long gray hair bows to Borovik, who releases an ecstatic, "Ahi!" and the two begin to dance. Shukhat dances nearby with a woman of her same small size. Since the women far outnumber the men, Boris Nunko, clad in a fancy gray suit and a blue tie, has his pick of dance partners. He finally sets his sights on a brunette woman, much taller than himself.

Korsunskaya, who uses a walker, doesn't dance. But rubbing her shoulder joint she says: "You know I couldn't raise my right arm when I came here."

As she quickly lifts both arms into the air, her lips curl up into a huge smile.



Photos — Joyce Goldschmidt

Boris Nunko and Betya Cheshkina dance at Jewish Family and Children Service's L'Chaim party.

was able to find the route back.

"I enrolled in English lessons as soon as possible after that," says the 81-year-old, speaking through a translator at the Jewish Family and Children Service's L'Chaim wellness program for senior emigres at the JFCS emigre center, which celebrated its one-year anniversary last month.

Now, seven years later, Libenshteyn speaks English fairly well, but she still feels more comfortable being interviewed in her native tongue.

"When you're an immigrant, you feel very isolated from American society," she explains. "It's like another world."

Distracted by singing and laughing in an adjoining room, Libenshteyn grows a bit restless. The door swings open, revealing more than 50 L'Chaim participants dancing, chatting, and sucking on chocolate fudge bars as they celebrate the group's December birthdays.

Wearing a knitted vest covered in festive, silver-studded snowflakes, Libenshteyn cranes her neck to catch a glimpse of the activity through the shutting door. She promptly excuses herself from the interview and joins her friends at a large round table.

The seniors in the L'Chaim main room share much in common with Libenshteyn: isolation, loneliness and frailty at the hands of a new country, turned to joy and health among fellow seniors and L'Chaim staff. Raised under communism, they also share common experiences of anti-Semitism and are finally getting the chance to expand their Jewish learning at L'Chaim.

On each table, seven Chanukah candles burn in a silver menorah centerpiece. As the candles melt, Betya Korsunskaya, a 78-year-old from Dnepropetrovsk in Ukraine, admits, with the help of a translator, "I didn't know much about the Jewish holidays when



At the celebration, Larisa Lnetskaya entertains guests.



## НОСТАЛЬГИЯ - ПРОБЛЕМА ЭМИГРАНТОВ

17 декабря в еврейском центре по улице Калифорния, 3200, состоялось совместное заседание секций «Исторических наук, медико-биологической и клуба «Активное долголетие» при ассоциации 55+ с участием сотрудника клиники психического здоровья, кандидата психологических наук Александра Зинченко. Он же был и основным докладчиком. Ведя заседание Илья Столяр и Борис Нисензон. Тема: «Ностальгия - проблема эмигрантов».

Эмигрант никогда не отрывался от своего прошлого. Связь с ним - важная составная часть настоящей жизни, и это вполне нормально. Но докладчик рассмотрел ностальгию как состояние болезни, как определенную манеру, тоску по безвозвратному потрошному. Он дал характеристику этой болезни, описал ее сим-

птомы, и какую пользу приносят общине.

Вольф Кнеллер, активный член клуба «Творчество», выразил несогласие с мнением, что от ностальгии нет спасения. Он на своем примере показал, как ему было трудно войти в жизнь и адаптироваться здесь, в новой стране. Спасибо тем, кто создал клуб «Творчество», где пожилые люди нашли себе занятия по душе. Это резьба по дереву, вышивание, рисование, игра на разных инструментах. Есть люди, пишущие стихи, и, конечно, сказал В. Кнеллер, когда мы собираемся вместе, нам всем хорошо, идет показ всех работ, читаем свои стихи и даже устраиваем концерты. Нам было особо приятно получить письмо от бывшего члена нашего коллектива Мишковой В.Н. из Нью-Йорка на имя руководителя клуба Иды Леви со словами благодарности: «Я в нашем клубе возродилась, душа моя

## ЖЕЛАЮ ВАМ УСПЕХОВ

Уважаемый автор Владимир Черкаский!

Спасибо за интереснейшую статью «Книгоманья» («Кстати» № 305). Я давно не читала такую насыщенную газетную страницу. Одна мысль появилась у меня после вашей заметки: «Как мало я знаю!» Ведь я даже не слышала о книгах «Limited Editions Club». Что касается иллюстраций, то это - прелесть, которую в музее не встретишь. Нет и намека на них даже в таком содержательном журнале, как «Art and Antiques». Пожалуй, продолжайте ваши публикации, а если выпустите книгу об античных авторах, дайте знать.

Хотелось бы увидеть одно-два фото в статье (я дополнение к вашей симпатичной фотографии); есть мелкие огрехи, - мне не поправи-

А с каким вниманием к зрителям делается буклет! Придя в зал и получив программу, мы видим сначала лица исполнителей. Такие милые, улыбающиеся лица. И невдомек нам, сколько раз ходил Адам в копировальную мастерскую, чтобы дождаться самого опытного и старательного работника. Потому что темный фон фотографии Гриши Харика мог приглушить слишком светлый Сузанны Чубарян.

Да разве обо всем расскажем.

Подготовка концерта для Адама - это кропотливнейшая ответственная работа, где нет мелочей.

19 декабря. В переполненном зале синагоги Эману-Эль звучат песни о городах.

Город солнца и радости, наш родной Сан-Франциско. Нью-Йорк - там многие впервые ступили на американскую землю. Тем, кому до-

# Ув редакционной почты

томы, трудно переадаптация с депрессией. Для ностальгии характерна идеализация прошлого, очернение будущего, нередко - потеря смысла жизни и веры в себя, а также страх, боязнь неподготовленности к восприятию нового.

Выступление вызвало оживленную реакцию. Было задано множество вопросов. Опираясь на свой опыт работы с эмигрантами, психиатрами клиники психического здоровья, докладчик указал на зависимость проявлений ностальгии от индивидуальных особенностей и жизненных обстоятельств.

Тема эта настолько актуальна для присутствующих, что было много выступавших.

Борис Нисензон сказал: все мы уехали с бывшей Родины, оставив жилище, работу, могилы предков и многое, что нам было дорого, во имя будущего детей и внуков. Было достаточно времени для размышлений, которыми и хочется поделиться. Эмиграция - огромное испытание, это как второе рождение, это ломка, моральная и духовная, прежде всего. Нужно найти свое место в другой стране, в другой жизни, в другой культуре. Вероятно, можно понять наших пожилых, их ощущение заброшенности, одиночества и растерянности - без социальных связей и без языка. Эти люди, особенно на первых порах, тоскуют по дому, традициям. Эмиграция - операция без наркоза, и душе бывает очень больно, отсюда и подверженность депрессии и ностальгии. Если человек заблудился ностальгией, эта болезнь неизлечима.

Многие с таким утверждением не были согласны.

Как бы опровергая лектора А. Зинченко, психиатка клиники психического здоровья Солмаз Эфендиева рассказала, что находилась в тяжелом состоянии ностальгии и ей оказали благотворную помощь в преодолении этой болезни, причем главную роль сыграл сам Александр Зинченко. Теперь она чувствует себя полной жизненной энергией.

Вице-президент Одесского землячества, член совета Дома ученых Илья Кейлина отметила, что ностальгия зависит от многих особенностей личности, от интеллекта, духовности и т.д. Но чем выше активность человека, тем острее его стремление заниматься полезной общественной деятельностью, тем меньше он подвержен ностальгии. С. Кейлина пожелала привлечь побольше мыслящих людей к участию в деятельности Дома ученых, чаще пропагандировать, чем эти люди

выздоровела, появилась желание жить, видеть и творить красоту». А доктор говорит: «Нет лекарства от ностальгии».

Август Гайсниский сказал, что у пожилых людей было бы меньше проблем с депрессией и ностальгией, если бы дети и внуки уделяли больше внимания своим престарелым родителям.

Доктор Григорий Урецкий отметил интересный аспект проблемы. Многие евреи в бывшем Союзе были как бы внутренними эмигрантами, а эмиграция как таковая для них носила характер Исхода (принципиального явления в еврейской истории). И у этих людей тоже были проблемы с депрессией.

Обычно из прошлого мы помним только хорошее, забываем о плохом. И здесь не замечаем хорошее у детей и близких. А страх у многих наших пожилых людей связан с незнанием языка, особенно, когда к ним обращаются на улице, в транспорте.

Я хочу подчеркнуть, сказал доктор Урецкий, что и на бывшей Родине, когда человек оставался не у дел, он также впадал в депрессию. А здесь, у нас, в Сан-Франциско имеются десятки центров, программ для пожилых людей и нивалидов, десятки общественных организаций, волонтерство, да и многое другое. Любуй из нас может найти свою нишу, занятие по душе.

Я уверен, что в глазах своих детей и близких каждый в этом случае поднимется на несколько ступенек выше. Забудутся такие болячки, как депрессия и ностальгия. Только не надо ждать, чтобы вас повели за ручку.

Подводя итоги заседания, профессор Столяр поблагодарил доктора А. Зинченко и всех участников оживленной дискуссии. Он отметил важную роль жизненной перспектив, которую создает Америка эмигрантам для достойной и защищенной жизни, а следовательно, и для преодоления ностальгии как болезненного явления.

Он пожелал эмигрантам большей веры в свои силы и возможности, готовности к спокойному и оптимистическому восприятию реалий жизни на нашей новой родине.

Абрам КРОЧИК

Сан-Франциско

И. КАГАН

Хейворд

## О СВЕТОМ ЧЕЛОВЕКЕ И ЕГО КОНЦЕРТАХ

Есть люди светлые, люди солнечные. Своей энергией, любовью к прекрасному они превращают будни в праздники. И в самую пасмурную погоду при них мерцают солнечные зайчики.

Именно такой человек - Адам Гельдман. Я бы назвал его аристократом духа. Потому что только человек высокой духовности может столько труда, знаний и, наконец, просто бессонных ночей отдавать творчеству.

И разве вы не согласитесь со мной, что каждый концерт Гельдмана - творчество.

Отыскать среди певцов самых-самых. Продумать репертуар. Достать ноты. Организовать репетиции.

Передо мной буклет предновогоднего концерта «Есть город, который я вижу во сне». Идею своего пятидесятого концерта Адам вынашивал очень давно. Составил список песен о городах. Иногда вносил туда новые песни, некоторые вычеркивал. Напевал их, как бы пробуя на слух.

велося дождаться американской визы в Вене или Риме, мелодии напоминают об этих непростых днях. А потом мы слышим щемящие слова о городе на Неве, о московских окнах, о киевских каштанах и о маленьком штейнеле Бельды.

Замечательные исполнители, встречи с которыми мы всегда ждем, Лена Степанова и Сузанны Чубарян, Сильвия Брейтман и Гриша Харик, Элла Белиловская и маленькая певунья Риточка Белиловская напоминали о городах нашего детства, нашей зрелости и нашей мечты. Така лиричная «Песня о Тбилиси», песни о Ереване, Иерусалиме, Вологде и Кишиневе.

А когда симпатичная Лена Степанова, в матросском костюмчике, запела об Одессе, я вдруг увидела слезы на глазах суровой женщины, которая, мне казалось, даже не умеет улыбаться.

Песни затронули сокровенные струны наших душ. И души отозвались благодарно.

Спасибо, Адам, за эти минуты.

Отдельная благодарность - ассоциации ветеранов Второй мировой войны за угощение и за предоставленную нам возможность побывать на этом концерте.

Рувим КОГАН

Сан-Франциско

## Глазами художника



Улочка Сан-Франциско.

Рисунок Валентина ГИНУКОВА



# НОСТАЛЬГИЯ:

## между прошлым и настоящим

Александр Зинченко — выпускник Московского Государственного Университета 1987г. В течение нескольких лет работал в научном центре изучения сознания, а также занимался гипнозом при лечении алкоголизма. С 1992 г. работает в клинике психического здоровья района Ричмонд в

Сан-Франциско; с 1997 г. является координатором программы психологической помощи пожилым беженцам. В настоящее время заканчивает работу над докторской диссертацией, посвященной проблемам ностальгии и психического здоровья.

**Ч**то переживает человек, который по тем или иным обстоятельствам, вольно или невольно был вынужден уехать из дома и поселиться в чужой стране?

Пожалуй, первое что приходит в голову, — это ностальгия. В русской общине распространена точка зрения, что ностальгия — это чисто русское состояние души. В русском языке самым близким синонимом слова “ностальгия” является тоска. Тоска по родным местам и по ушедшему и невозвратному времени. Происхождение слова “ностальгия” восходит к греческим корням. Первый, *nostos*, означает “возвращение домой”. Этот корень также близок к английскому *nest* — гнездо. “Nes” на старонемецком значит “пища, взятая в путь”. Второй корень, *algia*, навсерака знаком русскому читателю по таким словам как невралгия, анальгин, означает он “боль”, “болезненное состояние”. Таким образом, в дословном переводе ностальгия означает болезненное желание вернуться домой.

Должен разочаровать читателя — ностальгия не является типично русским феноменом. Этот термин в медицину ввел в 1688 швейцарский врач Иоганн Хофер. Он работал с иностранными студентами, которые учились в Швейцарии, и определил ностальгию как “...заболевание неизлечимое и опасное для жизни. Лекарства от нее не существует, за исключением возвращения пациента на родину”. Среди симптомов этого заболевания Хофер отмечал “бесконечные мысли о доме, отсутствие сил, слабость, бессонницу, тревогу, сердцебиение, отстраненность, ступор и жар ... человек, страдающий ностальгией, блуждает грустно по округе и презира-

ет иностранные обычаи, находит успокоение только в мыслях об отечестве”.

После Хофера в медицинской литературе появилось множество кли-



нических описаний ностальгии. По странной случайности, все они принадлежали швейцарским врачам, вследствие чего ностальгия получила название “швейцарского заболевания”.

В 1840 году мы находим описание ностальгии у английского врача Джона Уаррена. Он был вызван в Париж к молодой женщине, американке, которая хотела вернуться в Бостон. Ее муж, швейцарец, был против этого переезда. Уаррен поставил ей диагноз ностальгии: “Причиной заболевания является необычная тоска по родной стране... Если желание пациентки не осуществится, заболевание может закончиться сумасшествием и даже явиться причиной смерти”.

В XX веке ностальгия была замечена у иммигрантов, приезжающих на заработки в Англию. Их заболевание было названо “иммигрантским психозом” и заключалось в депрессивных сумеречных состояниях сознания, разнообразных формах психоза: бреде, галлюцинациях и бессоннице, а также в потере аппетита и веса.

Что же побудило меня обратиться к проблемам ностальгии? Во-первых,

должен признаться, был сам ей подвержен, пройдя через свои круги переживаний и размышлений по поводу дома, которого нет, и раздвоенности собственной жизни. Во-вторых, работая в течение последних восьми лет в районной клинике психического здоровья, я встретился с удивительным и неизвестным мне доселе явлением. Беженцы из бывшего Советского Союза в возрасте 50-60 лет, никогда ранее не страдавшие никакими психическими расстройствами, приехав в Америку, часто начинают испытывать симптомы психотической депрессии и острые приступы тревоги. Мои пациенты часто объясняли свое состояние ностальгией, тоской по дому и по невозвратному прошлому ощущению себя в мире. В клинической практике пациенты, которые заболевают серьезными психическими расстройствами в этом возрасте, встречаются довольно редко. Постепенно это явление заинтересовало меня настолько, что я решил провести исследование, посвященное проблемам иммиграции и ностальгии, и сделать это темой своей диссертации.

Чем же можно объяснить подобные симптомы? Почему разлука с домом может вызывать такую эмоциональную реакцию?

Для того, чтобы это понять, давайте подумаем, что для нас значит *жить дома*. Дом прежде всего связан с привычным окружением, климатом, временами года, архитектурой. Дом — это друзья, коллеги по работе, знакомые, с которыми мы, даже если подолгу и не видимся, все равно знаем, что они где-то рядом, что можно созвониться или зайти в гости. Наконец, дом — это язык, на котором мы говорим с детства, это культура, которой мы окружены, это и тесно переплетенные истории страны и

нашей собственной жизни. Читатель может назвать еще десяток характеристик дома. Ведь дом, в силу своего постоянного присутствия в нашей жизни, постоянной своей данности, зачастую остается незамеченным. Дом — это то, что делает нас иностранцами, чужаками, когда мы уезжаем.

Вышеперечисленные составляющие понятия “Дом” поддерживают наше знание о том, кто мы есть. Знакомые улицы ведут нас по городу, друзьям не надо начинать объяснять все с нуля, каждодневная рутина, приятна она или нет, диктует нам нашу жизнь. Неудивительно, что человек, покидающий Дом, зачастую не только ощущает потерю родных людей и предметов своего окружения, но и рискует потерять часть себя. То есть, человек, находящийся вне своей родной культуры, может потерять ощущение себя, своей личности, своего “Я”.

Перед иммигрантом в таком случае стоит двойная задача: нужно одновременно осваивать новый мир, язык, культуру, и при этом сохранить и воссоздать себя.

Оказывается, что когда нормальное течение жизни прерывается — развалом страны, в которой вырос, иммиграцией или войной, то перед человеком встает задача сохранения своего “я” как единственного, что у него осталось. Эта задача усложняется в пожилом возрасте. Как известно, есть время разбрасывать камни и время собирать камни. Пожилым иммигрантам крайне тяжело подвести итоги жизни и планировать будущее в чужой культуре. Особенно, если страна, в которой они выросли, рассыпалась, а культурные ценности оказались под большим вопросом.

На что же человек может опереться, переживая потери такого масштаба? Большинство иммигрантов переезжают семьями. Казалось бы, члены семьи, в первую очередь, должны оказаться поддержкой и опорой. Однако, не будем забывать, что каждый член семьи переживает свою собственную утрату и одновременно с этим старается адаптироваться в чужой стране. В результате, члены семьи отстраняются друг от друга, боясь огорчать близких своими проблемами и горестями. Кроме того, иммиграция может изменить традиционное распределение ролей в семье. Многим знакома такая картина: внуки

становятся переводчиками для бабушек и дедушек, а тот, кто в прошлом был надеждой и опорой, оказывается в наиболее подавленном состоянии.

В такой культурной, а зачастую, и семейной изоляции наша память оказывается единственным средством, которое позволяет нам опутить непрерывность собственной жизни. Ностальгия, как особый вид эмоциональной памяти, помогает увидеть прошлое в розовом свете, забыть неприятное и приукрасить хорошее, и, таким образом, позволяет восстановить свой образ в отсутствии привычного окружения.

Вспоминаю анекдотический пример, рассказанный одной из пациенток нашей клиники. Она удивлялась: “Сколько же тут, в Сан-Франциско, главных начальников Одесского порта? Я одна знаю человек десять!” Я думаю, мы все можем привести подобные примеры. Людям, которые потеряли Дом, важно вспомнить, пусть даже чуть приукрасив, утраченную часть себя, которая осталась в прошлом.

Ностальгия, с моей точки зрения, — это не только тоска по прошлому. В ней представлены все три цвета времени: это также тоска по настоящему и по будущему, которые остались в воображении и никогда не случатся в действительности. Именно поэтому иммигрант часто задает себе вопрос: “А что бы было со мной сейчас, если бы я не уехал?” или утверждает: “Если бы я не уехал, через три года я был бы...” То есть, жизнь как бы раздваивается: одна реальная, иммигрантская, и вторая — воображаемая, сослагательная.

Перечисленные переживания, в той или иной мере, присущи каждому иммигранту и ни в коем случае не являются свидетельством психической патологии. В то же время для многих иммигрантов этот разрыв в непрерывности жизни оказывается решающим фактором в развитии психических заболеваний. Среди наиболее распространенных симптомов отмечу следующие:

- хроническое состояние подавленности, сопровождаемое раздражительностью, постоянной усталостью, плохим аппетитом, бессонницей и ночными кошмарами;

- потеря интереса и невозможность получать удовольствие от занятий, которые раньше приносили радость;

- ухудшение памяти, невозможность сосредоточиться, плохая ориентация в пространстве;

- внезапные, необъяснимые приступы тревоги, сопровождаемые сердцебиением, холодным потом и страхом смерти или сумасшествия;

- слуховые галлюцинации, например, слышание голосов друзей, которые остались на Родине, или шумов, напоминающих о прошлой жизни;

- ощущение призрачности окружающего. Внешний мир может казаться отдаленным, несостоящим и лишенным жизни;

- потеря ощущения себя, в котором преобладает чувство отстраненности и как бы наблюдение себя со стороны.

...Перечитав этот текст, я понял, что нарисовал читателю достаточно безрадостную картину. Это естественно. Обычно люди не приходят к психологу поделиться своими радостями и успехами. Так что по долгу службы мое восприятие пристрастно и вызвано переживаниями и историями жизни моих пациентов. Я не утверждаю, что успешной адаптации к новой стране не бывает. В то же время мне с трудом верится, что для кого-либо переезд может пройти абсолютно гладко и без каких бы то ни было болезненных переживаний. Пожалуй, главной задачей этой статьи было показать читателю, что ностальгия, как бы она не проявлялась, это нормальная эмоциональная реакция на тяжесть и боль утраты. Я также неслучайно так подробно описал возможные симптомы душевного недуга. Я надеюсь, что, если читатель заметит в себе или своих знакомых подобные расстройства, это поможет своевременно обратиться за психологической или медикаментозной помощью.

Хочу закончить свои замечания словами одного из экспертов в вопросе ностальгии, индийского писателя Салмона Рушди, который в течение двадцати лет вынужден был жить в Англии без права возврата на родину:

*“Если мы захотим обернуться назад, мы должны понимать, что не сможем воспроизвести в точности то, что мы потеряли. Мы породили в памяти не настоящие деревни и города, а вымышленные и невидимые, воображаемые Родины, Индии души”.*

80

#### 4. **OTHER ACTIVITIES:** List any other project activities not noted earlier.

##### **JFCS**

The L'Chaim Wellness Center intensified community outreach efforts by inviting over fifty isolated Russian-speaking seniors to a **Community Shabbat** celebration at the L'Chaim site (see Section 1.A. for details). Also, JFCS staff representing programs of interest to immigrant seniors visited potential clients where they live, providing information and strengthening their connection to support systems. JFCS also increased outreach to senior clients' family members and other caregivers. In October 2000, over 150 people attended the **L'Chaim Wellness Center First Anniversary Party**, the goal of which was to provide information and support to these key people in our clients' lives. Finally, the JFCS Director of Émigré Services participated in the "**Elderly Refugee Services Symposium**" held by the California Department of Social Services, Refugee Programs Branch, in Sacramento, February 26-28, 2001.

##### **RAMS**

Continued collaboration with Department of Mental Health, Cultural Competency Project to advocate for the needs of Russian-speaking refugees.

Presented on mental health problems of elderly Russian-speaking refugees to refugee service providers at Refugee Service Providers' Meeting.

Networked with refugee service providers at the Elderly Refugee Services Symposium, Sacramento.

##### **IISF**

Since the last reporting period the Institute held a very successful voter education event, which was attended by 60 of our non-citizen Russian refugee senior clients. The four-hour event was conducted in Russian by three Institute staff members, and highlighted explanations of local government and community resources, political parties, ballot measures, propositions and ordinances, as well as information about candidates and current issues. Additionally, a Russian-speaking representative of the Board of Elections brought in a voting machine for a lecture-demonstration session so that our clients could become comfortable and familiar with the new apparatus that they would soon be using. The presentation was enthusiastically received by the group, all citing that they were in fact better informed about the electoral process and voting in general, and would feel more confident when it was their turn to go to the polls.

YouthCares aims to help seniors maintain independent living through the unique activities and services it provides. One way this happens is through computer tutoring. Bridging the digital divide is an effective, yet challenging strategy for seniors to stay connected. Computer services range from Internet coaching to teaching computer basics. While navigating a computer may seem natural for youth in the program, even moving the mouse is a totally foreign concept to most seniors. Ten seniors receive tutoring from YouthCares participants. Tutoring happens at senior sties that have computers available and with the few seniors who own computers. We are looking to expand this service by working in computer labs that are in or close to the senior's residence.



5. **ACTIVITIES PLANNED FOR NEXT REPORTING PERIOD:** List major activities planned for next reporting period. (Include specific coordination activities with local AAAs and providers of services to the Elderly.)

#### **JFCS**

The L'Chaim Wellness Center plans to expand its **outreach to isolated seniors** by developing cultural, informational and social programs for Russian-speaking elderly who are not currently participating in an ADHC program. The first such event will be a Passover holiday celebration for approximately **sixty** frail, Russian-speaking elderly. **Transportation** will be provided so that seniors who are generally homebound can participate in this community event. In addition to providing needed socialization for isolated seniors, these events help to connect isolated seniors to services at JFCS and, by referral, to other providers. L'Chaim will also distribute holiday gifts to the homebound and, in coordination with the local AAA, will continue to identify isolated seniors and provide on-site informational events and access to support services.

Finally, ongoing services described in Section 1 will be continued, in many cases with enrollment far exceeding original projections (see Section I.A. for details).

#### **RAMS**

1. Participate in Health Fair at El Bethel Arms Apartment complex with large percentage of elderly Russian-speaking refugees.
2. Rams staff, in collaboration with Geriatric Service West and Richmond Senior Central will participate in Second Annual Healthy Futures Forum and Fair for older adults.
3. Continue collaboration with community-based self-help group of Russian-speaking elderly. The members of the group requested a lecture on Psychological aspects of relationships between elderly refugees and their grown up children.
4. Continue collaboration with Downtown and Richmond Senior Central. Provide health education, mental health screening and referral for refugees attending these programs.
5. Continue weekly citizenship classes and mental health referrals at SEACC for Vietnamese refugees.
6. Present at SFGH/UCSF grand rounds to medical doctors/psychiatrist and mental health professionals on mental health problems exhibited by Russian speaking refugees.

#### **IISF**

In conjunction with the Newcomers Health Program the Institute will be hosting a home safety seminar for our Russian refugee senior clients during the last week of May. The event will be conducted in English with Russian translation by Institute staff members. Interest in home-safety issues have been high, and clients have been especially excited by the opportunity to have free home assessments conducted so that safety hazards may be pointed out and repaired in their homes.





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MEMORANDUM

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MAY 18 2001

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TO: WIB PROGRAM INVESTMENT COMMITTEE  
MAYOR'S REPRESENTATIVES

DATE: MAY 16, 2001

FROM: PAMELA S. CALLOWAY  
PRESIDENT

SUBJECT: STAFF RECOMMENDATIONS FOR EVALUATION CRITERIA FOR WIA  
ADULT TRAINING PROGRAMS (AGENDA ITEMS 5.c.)

One of this Committee's key responsibilities will be the selection and/or continuation of service providers funded by the Adult allocation of the Workforce Investment Act.

Current Program Year 2000 (July 1, 2000 – June 30, 2001) WIA Adult and Youth subcontracts were selected last year pursuant to a Request for Proposal solicitation process. These service providers *may* continue providing services for up to three years if their performance is acceptable. The definition of "acceptable" for the Adult contractors is the purview of this Committee.

The amount of WIA funding to be received by San Francisco has not yet been announced by the State. However, as soon as the State provides notice of the amounts of San Francisco's allocations, PIC staff will provide you with recommendations for funding client services for Program Year 2001 (July 1, 2001 – June 30, 2002).

In anticipation of the allocations, staff recommends that the attached nine-month contract compliance reports be used as one basis for evaluating subcontractor performance. The reports present data for WIA Adult subcontractors for the 9 months ending March 31, 2001. Twelve-month performance data will not be available until mid-July 2001. Current contractors expire on June 30, 2001.

Staff recommends that this Committee authorize use of the attached nine-month performance data as one basis for evaluating Adult subcontractors and for forming staff recommendations for PY'2001 subcontract extensions and adjustments.

Cc: PIC Executive Staff  
Judy Brannaman, EDD/WID MIC 69-1



# Workforce Investment Act Adult Subcontractors

## Performance as of March 31, 2001

Subcontractors	Description	Subcontract Amount	Service Level	Expended 3/31/2001	%	Enrollment as of 03/31/01			Placement as of 03/31/01		
						Plan	Actual	%	Plan	Actual	%
Goodwill Industries Inc.	Computer Skills	\$19,427	10	\$0	0%	7	1	14%	5	0	0%
International Inst.of CA/KCI	Computer Skills	\$109,445	28	\$87,395	80%	25	24	96%	10	4	40%
Mission Lang.& Voc. School	Computer Skills	\$92,973	30	\$71,084	76%	30	15	50%	5	1	20%
S.F. Vocational Services	Computer Skills	\$56,630	10	\$28,407	50%	10	8	80%	2	1	50%
Asian Neighborhood Design	Constr./Cabinet/Mainten	\$72,362	18	\$29,227	40%	18	11	61%	10	6	60%
Young Community Developers	Constr./Cabinet/Mainten	\$70,218	15	\$42,639	61%	14	0	0%	8	0	0%
Ella Hill Hutch Community Ctr.	Food Service	\$46,382	12	\$35,653	77%	12	7	58%	0	0	0%
Haight Asbury Food Program	Food Service	\$51,000	10	\$34,244	67%	6	3	50%	1	1	100%
Arriba Juntos	Health Careers	\$103,624	25	\$53,693	52%	20	22	110%	11	3	27%
Self Help for the Elderly	Health Careers	\$37,055	9	\$25,150	68%	9	9	100%	4	4	100%
Self Help for the Elderly	Housekeeping	\$167,243	45	\$92,200	55%	45	45	100%	22	18	82%
The Family School	Job Readiness	\$54,555	15	\$39,982	73%	3	0	0%	2	0	0%
Arriba Juntos	On-the-Job Training	\$90,120	30	\$33,297	37%	20	13	65%	8	4	50%
Jewish Vocational Service	On-the-Job Training	\$28,010	10	\$7,819	28%	7	1	14%	4	0	0%
No. California Service League	On-the-Job Training	\$90,577	26	\$55,112	62%	16	7	44%	9	4	44%
Swords to Plowshares	On-the-Job Training	\$70,000	20	\$38,362	55%	14	2	14%	11	0	0%
<b>Total</b>		\$1,159,621	303	\$675,264	58%	249	167	67%	107	46	43%

THE UNIVERSITY OF CHICAGO

**Workforce Investment Act Adult Subcontractors**  
**July 1, 2000 - June 30, 2001**

**COMPUTER SKILLS**

Subcontractors	Program Description	Entry Requirements
International Inst. Of CA/KCI 1362 Post Street San Francisco, CA 94109 415-441-1881 kci.koreannet.org.	Intensive training programs in office technology, motivational counseling and English-as-a-Second Language with emphasis on computer education including basic Microsoft Word, Access, Excel and Power Point, A+, Web design and network systems. Twenty-eight (28) training slots are available.	Applicants must be 18 years or older
S.F. Vocational Services 814 Mission Street, Suite 600 San Francisco, CA 94103 415-512-9500	Classroom training to prepare participants for office and clerical occupations. Ten (10) training slots are available.	Applicants must be disabled and 18 years or older
Mission Lang.&Voc. School 2929 - 19th Street San Francisco, CA 94110 415-648-5220	Occupational English-as-a-Second Language training for clerical occupations, including English language instruction, computerized accounting, computer networking, advanced software and Internet/Web fluency. All students learn basic computer competency and job readiness skills. Training will occur over an 18-42 week period, depending on the type of training and the skill level of the participant. Thirty (30) slots are available.	Applicants must be 18 years or older with English-speaking abilities between 0 and 500. Open entry/open exit every six weeks training cycle through April 2001.
Goodwill Industries, Inc. 1500 Mission Street San Francisco, CA 94103 www.sfgoodwill.org	Occupational classroom training f information technology occupations. Training will occur over an 8-16 week period. Ten (10) training slots are available.	Applicants must be 18 years or older. Six training modules of eight weeks each are scheduled.



## CONSTRUCTION /CABINET MAINTENANCE

Subcontractors	Program Description	Entry Requirements
Asian Neighborhood Design 1232 Connecticut Street San Francisco, CA 94107 415-648-7070 www.andnet.org	Classroom training for construction and cabinet-making occupations. Training will occur over a 16-week period. Eighteen (18) training slots are available	Applicants must be 18 years or older and demonstrate interest and pass an aptitude test in construction and related trades.
Young Community Developers 1715 Yosemite Avenue San Francisco, CA 94124 415-822-3491	Construction trade training focusing on industries of hazardous material management and removal; remediation of contaminated sites; basic carpentry; and construction truck driving. Training period is 3 months. Fifteen (15) training slots are available.	Applicants must be 18 years or older.

## FOOD SERVICE

Ella Hill Hutch Community Ctr. 1050 McAllister Street San Francisco, CA 94115 415-921-6276 bayarea.citysearch.com/EV/S FOCA/000/55/84/	Classroom training in the culinary arts, including computer skills training and internship. Training will occur over a 12-week period. Twelve (12) training slots are available.	Applicants must be 18 years or older and show interest in the field of culinary arts.
Haight Ashbury Food 1525 Waller Street San Francisco, CA 94117 415-566-0366	Classroom training for the food preparation and service industry. Training will occur over a 12-week period. Ten (10) training slots are available.	Applicants must be 18 years or older. Enrollment begins in September. Three training cycles are scheduled.



## HEALTH CAREERS

Subcontractors	Program Description	Entry Requirements
Arriba Juntos 1850 Mission Street San Francisco, CA 94103 415-487-3245 www.arribajuntos.org	Classroom training for Certified Nursing Assistant/Home Health Aide occupations. Training will occur over a three-month period. Twenty-five (25) training slots are available.	Applicants must be 18 years of age or older. San Francisco resident. Economically disadvantaged. Interested in the health care field.
Self-Help for the Elderly 407 Sansome St., Basement San Francisco, CA 94111 415-982-9171 www.selfhelpfortheelderly.com	Occupational classroom training as Home Health Aide, including vocational English-as-a-Second Language. Each training cycle lasts 3 months. Nine (9) training slots are available.	Applicants must be 45 years or older with limited English-speaking ability. Two training cycles are scheduled: August 29-November 16, 2000 and March 5-May 25, 2001.

## HOUSEKEEPING

Self Help for the Elderly 407 Sansome St., Basement San Francisco, CA 94111 415-982-9171	Occupational classroom training in housekeeping and vocational ESL. Each training cycle lasts 9 weeks. Forty-five (45) training slots are available.	Applicants must be 55 years or older with limited English-speaking ability. Three training cycles are scheduled: August 21-October 24, 2000, November 20, 2000-February 15, 2001, and February 22-May 2, 2001.
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## JOB READINESS

The Family School 548 Fillmore Street San Francisco, CA 94117 415-554-0425	Provides employment, training and placement services through STRIVE, a work readiness program which focus on basic skills and General Equivalency Diploma (GED) to participants. Training period is 3 weeks. Fifteen (15) training slots are available.	Applicants must be 18 years of age or older. Enrollment is continuous through June 2001.
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# ON THE JOB TRAINING

Subcontractors	Program Description	Entry Requirements
Arriba Juntos 1850 Mission Street San Francisco, CA 94103 415-487-3245 www.arribajuntos.org	Development of on-the-job training opportunities in clerical, information technology and other occupations. Training will range from 1-3 months. Thirty (30) training slots are available.	Applicants must be 18 years or older. Open continuous enrollment through June 2001.
Jewish Vocational Service 77 Geary Street, Suite 401 San Francisco, CA 94108 415-391-3600 www.jvs.org	Development of on-the-job training for the food preparation and service industry. Training will occur over a 12-week period. Ten (10) training slots are available.	Applicants must be 18 years or older. Enrollment begins in September. Three training cycles are scheduled.
No. California Service League 28 Boardman Place San Francisco, CA 94103 415-863-2323 www.jps.net/hcl/	Development of on-the-job training opportunities and individual referral classroom training in various occupations. Twenty-six (26) training slots are available.	All applicants must be ex-offenders, 18 years or older. Open continuous enrollment through June 2001.
Swords to Plowshares 1063 Market Street San Francisco, CA 94103 415-252-4788 www/swords-to-plowshares.org	Development of on-the-job training opportunities in clerical, housekeeping, health services, culinary arts and information technology occupations. Training will range from 1-3 months. Twenty (20) training slots are available.	Applicants must be Veterans 18 years or older with limited job skills. Open continuous enrollment through June 2001.



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM INVESTMENT COMMITTEE

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MAY 21 2001

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**Date:** Wednesday, May 23, 2001  
**Time:** 10:00 a.m. – Noon  
**Location:** Born Auditorium  
Department of Human Services  
170 Otis Street  
San Francisco CA 94103

REVISED AGENDA APPEARS ON THE REVERSE SIDE

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at [www.ci.sf.ca.us/infoctr/sunshine/index.htm](http://www.ci.sf.ca.us/infoctr/sunshine/index.htm)

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

Issued: Friday, May 18, 2001

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## REVISED PROPOSED AGENDA

1. Adoption of the Agenda (*Action Item*)
2. Public Testimony on Agenda Items (Discussion Item)
3. Scope of Program Investment Committee Activities
  - a. Basic Overview of Workforce Development One Stop System (Discussion Item)
  - b. Role and Responsibilities of the Program Investment Committee in the Workforce Development One Stop System (Discussion Item) (materials enclosed)
4. Refugee Programs
  - a. Orientation to Refugee Programs (Discussion Item) (materials previously mailed)
  - b. Staff Design & Selection Criteria Recommendations for Refugee Request For Proposal (RFP) (*Action Item*) (materials previously mailed)
  - c. Staff Recommendation for Refugee Employment Social Services (RESS) Funds Set Aside for Referral Services to Health Programs (*Action Item*) (materials previously mailed)
  - d. Staff Recommendation for Discretionary Funds for Services to Elderly Refugees' Proposal (*Action Item*) (materials previously mailed)
5. Workforce Investment Act
  - a. Orientation to Workforce Investment Act (WIA) Programs (Discussion Item) (materials to be mailed)
  - b. Discussion on Upcoming Funding Decisions for Workforce Investment Act (WIA) Adult Training Programs (Discussion Item) (materials enclosed)
  - c. Staff Recommendations for Evaluation Criteria for WIA Adult Training Programs (*Action Item*) (materials previously mailed)
6. Public Testimony on Non-Agenda Items (Discussion Item)
7. Future Agenda Items (Discussion Item)
8. Adjournment (*Action Item*)

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## MEMORANDUM

**TO:** WORKFORCE INVESTMENT BOARD,  
PROGRAM INVESTMENT COMMITTEE  
MAYOR'S STAFF

**DATE:** MAY 18, 2001

**FROM:** TRENT RHORER, PROGRAM INVESTMENT COMMITTEE CHAIRPERSON

**SUBJECT:** ROLE AND RESPONSIBILITIES OF THE PROGRAM INVESTMENT COMMITTEE (MAY 23<sup>RD</sup> COMMITTEE MEETING – AGENDA ITEM 3.b.)

The following are some points for discussion of the role and responsibilities of the Program Investment Committee of the Local Workforce Investment Board (LWIB):

### Per Bylaws:

1. Develop, approve and recommend design and solicitation criteria for [employment services] for adult job seekers.
2. Responsible for the review and advice to the Executive Committee and to the LWIB of funding recommendations for programs and services for adult job seekers.
3. Subcommittees of the Program Investment Committee shall be appointed at the discretion of the LWIB Chairperson and this committee Chairperson and may include special populations, e.g. refugees, homeless persons.

### For Discussion:

4. Gather public input on various mandated plans (Workforce Investment Act (WIA) Five Year Plan, Refugee Plan, Welfare to Work Plan, etc.) and advise the Executive Committee and LWIB on the content of these plans.
5. Identify and support opportunities to strengthen the workforce preparation system in San Francisco through resource mapping, capacity building, and new program/fund development.
6. Collaborate with the Employer Services Committee and others to initiate and support enhanced training capacity to meet labor demand within specific sectors or occupations.

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MEMORANDUM

TO: WORKFORCE INVESTMENT BOARD,  
PROGRAM INVESTMENT COMMITTEE  
MAYOR'S STAFF

DATE: MAY 18, 2001

FROM: PAMELA S. CALLOWAY, PRESIDENT

*PS* *PS* *PSC*

SUBJECT: DRAFT PROPOSED REFUGEE ALLOCATIONS (UPDATED INFORMATION  
FOR AGENDA ITEMS 4.b. & c.)

Draft proposed allocations from the State Refugee Programs' Branch (RPB) were received after the first agenda for the May 23<sup>rd</sup> meeting was mailed to you. This new information does not have any material effect on Staff's previous refugee Request For Proposals (RFP) or other recommendations dated May 16, 2001. The table below contains the draft proposed allocations for your information. The main reason for differences between the State's allocation figures and Staff's previous estimates is that the State deleted San Joaquin County from the Refugee Employment Social Services (RESS) formula because of its low number of adultsrefugees on aid. This resulted in a slightly higher percentage of the funds for San Francisco.

	SERVICES	PIC ADMIN.	TOTAL
TA (Targeted Assistance)	\$535,785	\$94,550	\$630,335
RESS (Standard)	\$119,275	\$21,048	\$140,323
RESS (Set Aside Asylee)	\$60,459	\$10,669	\$71,128
RESS (Set Aside Health)	\$12,532	\$2,212	\$14,744
TOTAL	\$728,051	\$128,479	\$856,530

Staff will be available at your May 23<sup>rd</sup> meeting to answer any questions you may have.

cc: Refugee Subcontractors  
Jay Nelson, CDSS  
DHS, PIC Staff



MAY 21 2001

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of San Francisco, Inc.creating  
employment  
opportunitiesTO: PROGRAM INVESTMENT COMMITTEE  
MAYOR'S REPRESENTATIVES

DATE: MAY 18, 2001

FROM: PAMELA S. CALLOWAY  
PRESIDENT

**SUBJECT:** PY'2001 ADULT, DISLOCATED WORKER AND YOUTH ALLOCATIONS,  
WORKFORCE INVESTMENT ACT, AND PROPOSED METHODS TO  
SELECT CONTINUING ADULT SUBCONTRACTS  
(COMBINED AGENDA ITEMS 5b AND 5c) ACTION ITEM

The Program Investment Committee is being asked to review staff's proposed decision-making method for distribution of Workforce Investment Act (WIA) formula allocations for Program Year (PY) 2001 beginning July 1, 2001. Late yesterday, the State finally issued allocations for San Francisco:

	<u>Adult</u>	<u>Dislocated Worker</u>	<u>Youth</u>	<u>Total</u>
PY'2000 (current year)	2,102,809	2,369,840	1,471,903	5,944,552
PY'2001 (upcoming year)	<u>1,908,004</u>	<u>1,952,323</u>	<u>1,807,547</u>	<u>5,667,874</u>
Differences	-194,805	-417,517	335,644	-276,678

Because of the late announcement — only six weeks prior to program startup — there is a very short timeframe within which to bring recommendations for next year's subcontracts directly to the Executive Committee.

Under better circumstances, this Committee and the One Stop Committee would share responsibility for budgeting the WIA Adult and Dislocated Worker funds. The One Stop Committee (on May 25<sup>th</sup>) will develop and recommend a *strategic* budget, dividing each WIA funding stream into percentage shares for administration, One Stop system building, and training. If the Executive Committee and Workforce Investment San Francisco (the Board) accept their division of resources, your task as a Program Investment Committee would be to distribute the *training* dollars to effective subcontracts.

This memorandum is intended to provide you with background, with information about how staff will generally form its recommendations, and a view of how your Committee will fit in the process.

## BACKGROUND

The 1998 Federal Workforce Investment Act (WIA or the Act) created a national system of comprehensive, coordinated workforce development assistance for job seekers and employers. It requires that applicants receive initial assessment and case management services, makes three levels of job-seeker services available, and introduces a certification system for training providers. WIA requires surveys for customer satisfaction and provides for detailed performance measurement. In six weeks, WIA will complete the first year of a five-year authorization. It replaced the long-running Job Training Partnership Act (JTPA) of 1983 on July 1, 2000.

Over the past year, two "master" plans were developed to govern usage of WIA dollars: a California State Plan and a local Five-Year Strategic Plan. The Mayor and Private Industry Council, in developing *San Francisco's Five-Year Strategic Plan*, provided for "minimal disruption in service to special populations." (The *Plan* is available at "[http://www.picsf.org/wia/wia\\_plan.htm](http://www.picsf.org/wia/wia_plan.htm)".)

The Act forges linkages between WIA activities and the State Employment Development Department (Wagner-Peyser funds), as well as the Older Americans Act (Title V), but there are many other agencies in the wider view of a city workforce system. These include City and County departments, educational institutions, community-based organizations, foundations, private sector training and others. WIA's objective is to organize these *partners* into a citywide, coordinated workforce development effort that includes a One Stop *system* for the delivery of services.

WIA directs three formula-based funding streams to local areas — for *Adults*, for *Dislocated Workers*, and for *Youths* — and currently (Program Year 2001: July 1, 2000 – June 30, 2001) provides \$5.94 million to the City and County of San Francisco. While WIA funds constitute a small part of the city's workforce development system, it is an important part: WIA is one of the few programs providing quality training to low income residents with multiple-barriers to employment.

In general, WIA Adult funds are subcontracted to community-based organizations, as permitted by the Act. Dislocated Worker funds, however, are typically obligated as individualized referral contracts to training agencies listed on a State-certified "Eligible Training Provider List", operating much like a voucher system. Staff will provide more information about the Dislocated Worker program at a future meeting.

## **WIA ADULT PROGRAMS — THE FIRST YEAR EXPERIENCE**

PY'2000 was the initial transition year, from JTPA to WIA, and has been a difficult year for the WIA-funded subcontractors as well as PIC staff. Many obstacles were surmounted over the course of this evolutionary year:

- The State did not have its Plan in place, as required by the Department of Labor, until April 1, 2000, just 90 days before statewide implementation was to commence on July 1;
- State training on the forms required to enroll participants into the WIA program was not provided to PIC staff until August 16, 2000, well after the start of the program;
- As a result, the local WIA-funded subcontractors did not receive training on WIA forms preparation until September 19, 2000. The information provided by the State at training on August 16 had been changed by the State by September 19;
- The Governor's certification of a Local Workforce Investment Board, to replace the Private Industry Council, did not occur until December 2000. The Mayor's swearing-in ceremony for the WIB was February 1, 2001;
- The PIC introduced electronic certification of applicants in March 2001, and the transition has been a challenge for the staff and subcontractors; and
- High turnover of staff among WIA-funded subcontractors as well as the PIC has been a problem.

## **CONTINUING ADULT EMPLOYMENT AND TRAINING CONTRACTS**

In WIA's first year, the Adult and Dislocated Worker allocations of \$2,102,809 and \$2,369,840 respectively were divided into three strategic parts: 10% for administration, 15% for One Stop system support, and 75% for training subcontracts and support pools (child care, transportation).

The first-year Adult subcontracts are as follows:

Staff Recommendations, PY'2001 WIA Adult

PY'2000 Actual WIA Budgets		Adult Programs	% of Allocation	Participants
<b>Revenue:</b>	PY'2000 Allocation	\$ 2,102,809		
<b>Expense:</b>	PIC Administration	\$ 210,281	10%	N/A
	One Stop System Support	\$ 315,421	15%	N/A
	Goodwill Industries (GWI)	\$ 19,427	0.9%	10
	Mission Lang. & Voc. School (MLVS)	\$ 92,973	4.4%	30
	Intercultural Institute of California (IIC)	\$ 109,445	5.2%	28
	San Francisco Vocational Services (SFVS)	\$ 56,630	2.7%	10
	Asian Neighborhood Design (AND)	\$ 72,362	3.4%	18
	Young Community Developers (YCD)	\$ 70,218	3.3%	15
	Haight Ashbury Food Program (HAFP)	\$ 51,000	2.4%	10
	Ella Hill Hutch Community Center (EHH)	\$ 46,382	2.2%	12
	Self Help for the Elderly (SHE-HHA)	\$ 37,055	1.8%	9
	Arriba Juntos (AJ)	\$ 103,624	4.9%	25
	Self-Help for the Elderly (SHE)	\$ 167,243	8.0%	45
	The Family School (TFS)	\$ 54,555	2.6%	15
	No. Calif. Service League (NCSL)	\$ 90,577	4.3%	26
	Arriba Juntos (AJ)	\$ 90,120	4.3%	30
	Jewish Vocational Service (JVS)	\$ 28,010	1.3%	10
	Swords to Plowshares (STP)	\$ 70,000	3.3%	20
	OJT set-aside pool (employer reimbursement)	\$ 219,761	10.5%	N/A
	Part. support pool (transportation, childcare)	\$ 197,725	9.4%	N/A
		\$ 2,102,809	100%	313

Assuming, for the sake of discussion, that the strategic division remains the same (10% admin, 15% system support, 75% training) and that all subcontractors remain active, the impact of a 9.3% reduction *across-the-board* would be as follows:

PY'2001 Adult Scenario		Adult Programs	% of Allocation	Participants	Change from PY'2000
<b>Revenue:</b>	PY'2001 Allocation (Estimate)	\$ 1,908,004			(194,805)
<b>Expense:</b>	PIC Administration	\$ 190,800	10%	N/A	(19,481)
	One Stop System Support	\$ 286,201	15%	N/A	(29,220)
	Goodwill Industries (GWI)	\$ 17,627	0.9%	9	(1,800)
	Mission Lang. & Voc. School (MLVS)	\$ 84,360	4.4%	27	(8,613)
	Intercultural Institute of California (IIC)	\$ 99,306	5.2%	25	(10,139)
	San Francisco Vocational Services (SFVS)	\$ 51,384	2.7%	9	(5,246)
	Asian Neighborhood Design (AND)	\$ 65,658	3.4%	16	(6,704)
	Young Community Developers (YCD)	\$ 63,713	3.3%	14	(6,505)
	Haight Ashbury Food Program (HAFP)	\$ 46,275	2.4%	9	(4,725)
	Ella Hill Hutch Community Center (EHH)	\$ 42,085	2.2%	11	(4,297)
	Self Help for the Elderly (SHE-HHA)	\$ 33,622	1.8%	8	(3,433)
	Arriba Juntos (AJ)	\$ 94,024	4.9%	23	(9,600)
	Self-Help for the Elderly (SHE)	\$ 151,750	8.0%	41	(15,493)
	The Family School (TFS)	\$ 49,501	2.6%	14	(5,054)
	No. Calif. Service League (NCSL)	\$ 82,186	4.3%	24	(8,391)
	Arriba Juntos (AJ)	\$ 81,771	4.3%	27	(8,349)
	Jewish Vocational Service (JVS)	\$ 25,415	1.3%	9	(2,595)
	Swords to Plowshares (STP)	\$ 63,515	3.3%	18	(6,485)
	OJT set-aside pool (employer reimbursement)	\$ 199,402	10.5%	N/A	(20,359)
	Part. support pool (transportation, childcare)	\$ 179,408	9.4%	N/A	(18,317)
New	Individual Referral pool (ITAs)	\$ -	0.0%	TBD	0
		\$ 1,908,003	100%	284	

The number of participants served would be reduced from 313 to 284.

Staff's historic approach to forming its recommendations is to rely on objective measures and to propose amounts that provide uninterrupted support for the most effective training programs, where possible. In WIA's case:

- *an increase in funding share* to those subcontracts meeting at least 100% of their contractual enrollment goals;
- *no change in funding share* to those subcontractors meeting 80% to 100% of their contractual enrollment goals; and
- *a decrease in or elimination of funding* to those subcontractors falling below 80% of their contractual enrollment goals, including use of six month probationary periods as appropriate (from Jul. 1, 2001 to Dec. 31, 2001).

Another item on your May 23<sup>rd</sup> agenda presents contract compliance data (objective measures) for the first nine-months of WIA implementation and recommends that you authorize its use as a basis for staff's preparation of decision-making materials. The Committee may consider other criteria in making its decisions, but it should give staff as much clear direction as possible, at the outset, to inform the discussion.

Staff's recommendations will be made to the Executive Committee for action, based on your criteria, and will appear on a consent calendar for the WIB (Workforce Investment San Francisco).

There are several tasks that members of this Committee might do to prepare for its future decision-making role —

- read the *San Francisco Five-Year Strategic Plan*;
- find out as much as possible about the performance and programs of current Adult subcontractors; and
- review the contract compliance data and ask questions.

Staff will be available at your meeting on May 23<sup>rd</sup> to participate in discussions and be informed by your comments. If you have questions in advance of the meeting, please call any of the following:

Brenda Brown (923-4264)  
Wes Dixon (923-4261)  
Karen Hart (923-4260)

Pamela Calloway (923-4465)  
Amanda Feinstein (557-6248)

cc: Members, WISF Committees (Executive, One Stop, Research & Evaluation)  
Committee Staff



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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DRAFT OF MINUTES FOR THE  
JULY 11, 2001 MEETING OF THE  
PROGRAM INVESTMENT COMMITTEE OF THE  
WORKFORCE INVESTMENT SAN FRANCISCO

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**PRESENT:**

Terri Feeley, Barry Hermanson, Dwayne Jones, Brian Murphy (10:25), Trent Rhorer, Anna Yee.

**ABSENT:**

Shelley Bradford-Bell, Anni Chung, Sandra Hernandez, Craig Martin, Marion Standish.

**GUESTS:**

Mark Mak, John Liu, Karen Hart, Elizabeth Cano, Elizabeth Touns, Joyce Crum, Raymond Holland, Clara Wong, Wes Dixon, Brenda Brown, Amanda Feinstein, Jonathon Gomwalk, Sara Bauermister, Lisa Gray, Youn S. Chey, Ricardo Alva, Leslie Luttgens, Jay Nelson, Cathy deCristofaro, Wanjala Khisa, Amanda Feinstein, Lisa Gray Garcia.

The meeting began at 9:40 p.m.

Raymond Holland provided an update on the possible rescission of some Workforce Investment Act funding. He then responded to questions from the members of the Committee.

Chair Rhorer asked if there was any public testimony on items not on the agenda. There was no public testimony.

Joyce Crum presented background on the wage subsidy issue in Welfare-to-Work (WtW) programs. The Staff recommended some guidelines to use in implementing the subsidized wage employment components of six previously approved WtW programs. Raymond Holland presented a supplement to the staff's original recommendations. Ms. Crum, Mr. Holland and Amanda Feinstein then responded to questions from the members of the Committee.

Chair Rhorer asked if there was any public testimony on the current agenda item. There were several public testimonies. Most of the public emphasized that the recommendation of maximum of 499 hours of subsidized employment is not enough for participants to be competently trained. A representative from UCSF suggested the maximum should be 800 hours.

A quorum was established at 10:25 am.

*Motion to approve the staff recommendations for the Wage Subsidy for Welfare to Work Programs with the following amendments:*

*language change to recommendation #2 of the Supplement to Staff Recommendations to change the first "and" to "or".*

Moved by Dwayne Jones and seconded by Brian Murphy.

*original recommendation #2, the maximum number of hours change from "499" to "up to 800".*

Moved by Terri Feeley and seconded by Dwayne Jones.

*original recommendation #2, adding for "the targeted occupation and population to be served".*  
Moved by Trent Rhorer and seconded by Terri Feeley.

Ayes: Terri Feeley, Barry Hermanson, Dwayne Jones, Brian Murphy.  
Nays: Anna Yee.  
Abstentions: None.

Motion passed.

*Motion to accept the agenda.*

Moved by Brian Murphy and seconded by Barry Hermanson.

Ayes: Terri Feeley, Barry Hermanson, Dwayne Jones, Brian Murphy, Anna Yee.  
Nays: None.  
Abstentions: None.

Motion passed.

*Motion to accept the minutes of the May 23, 2001 meeting of the Program Investment Committee.*

Moved by Barry Hermanson and seconded by Dwayne Jones.

Ayes: Terri Feeley, Barry Hermanson, Dwayne Jones, Brian Murphy, Anna Yee.  
Nays: None.  
Abstentions: None.

Motion passed.

The Committee continued their discussion on the "Role and Responsibilities for the Program Investment Committee".

*Motion to adopt name change from Program Investment Committee (PIC) to the Program Resources Committee (PRC).*

Moved by Dwayne Jones and seconded by Brian Murphy.

Ayes: Terri Feeley, Barry Hermanson, Dwayne Jones, Brian Murphy, Anna Yee.  
Nays: None.  
Abstentions: None.

Motion passed.

Future agenda items will include continued discussion on roles and responsibilities of the Program Resources Committee.

The meeting was adjourned at 11:40 a.m.



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**MEMORANDUM**

**TO:** WORKFORCE INVESTMENT BOARD  
PROGRAM RESOURCES COMMITTEE  
MAYOR'S STAFF

**DATE:** July 25, 2001

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** FUNDING RECOMMENDATIONS FOR YEAR SIX (OCTOBER 1, 2001 TO  
SEPTEMBER 30, 2002) OF THE HOMELESS EMPLOYMENT  
COLLABORATIVE (HEC)

**BACKGROUND**

The Homeless Employment Collaborative (HEC) has been funded by the U.S. Department of Housing and Urban Development (HUD), initially by a three-year grant in 1996, which was renewed for two more years in 1999. The source of funds is the Stewart B. McKinney Homeless Assistance Act of 1987. The City and County of San Francisco applies for these funds annually. The grant is administered by the San Francisco Department of Human Services (DHS) and the PIC is the Project Sponsor for the HEC Program.

There are eleven (11) community-based organizations that, as members of the Collaborative, subcontract with the PIC to provide employment and training programs to homeless individuals. The current year, Year Five, will be completed on September 30, 2001. Attached for your orientation are: The official definition of homelessness which is the only criterion for eligibility for the HEC programs; Program Descriptions for the current eleven subcontractors; a brochure developed by the Collaborative; a summary of HEC'S performance for the first four years of operation, dated February 1, 2001, and an excerpt from San Francisco's Strategic Plan For Homeless Services regarding job training and employment.

In the spring of 2000, the City and County of San Francisco applied for McKinney funds for the year 2001 and the HEC was awarded a two-year renewal for the period October 1, 2001 to September 30, 2003. This renewal means that HEC will operate programs for Year Six and Year Seven.

This memorandum concerns the PIC's staff recommendations for funding HEC'S Year Six Subcontractors.

## RECOMMENDATIONS

The total Year Six budget, based on the budget submitted to HUD in the 2001 applications is:

Total HUD Funds awarded .....	\$1,060,899	(100%)
DHS Administration .....	\$25,260	(2.4%)
PIC Administration.....	\$25,259	(2.4%)
PIC Personnel (1.5 FTE) & Operating Costs .....	\$100,284	(9.5%)
Participant Supportive Services.....	\$50,000	(4.7%)
Participant Training (ten subcontractors).....	\$860,096	(81.0%)

There are three factors that affect the amount of funds available for subcontractors in the Year Six budget. First, the total renewal amount awarded by HUD includes a 3% cost of living increase. Secondly, one of the HEC subcontractors, San Francisco Vocational Services, on March 20, 2000 chose to withdraw from the Collaborative's application for renewal, which frees up employment and training funds for the remaining HEC subcontractors. Lastly, Swords to Plowshares (STP) has requested to change its program in Year Six from an On-the Job Training program (OJT) to a Direct Placement program, which PIC staff agrees would be a good idea. The result of such a change would also free up OJT set aside funds for distribution to other HEC subcontractors for employment and training subcontract funds.

Based on these three factors, **the PIC staff recommends:**

- That the **3% cost of living increase** be passed on to the ten HEC subcontractors who were part of the HEC's application for renewal to HUD.
- That **STP be allowed to change its program activity** from an OJT program to a Direct Placement program.
- That the **funds made available** by the fact that Year Six will have ten rather than eleven subcontractors and the Year Six budget will not have to set aside OJT funds (the result of both being that there will be \$46,902 of unallocated funds), **be distributed equally, as a "performance bonus", to the three HEC subcontractors who have achieved 100% or more of their contract goals for Year Five as of June 30, 2001.** Please refer to the summary of the HEC Year Five Program Performance on page four of this memorandum.

The effect of these three recommendations would result in Year Six Funding for HEC subcontractors as follows:

SUBCONTRACTOR	YEAR FIVE	+ 3%	+ BONUS	YEAR SIX
Arriba Juntos	\$138,700	\$142,861	0	\$142,861
Catholic Charities	\$22,500	\$23,751	\$15,634	\$38,809
Central City Hospitality House	\$65,213	\$67,169	\$15,634	\$82,803
Community Housing Partnership	\$96,480	\$99,374	0	\$99,374
Episcopal Community Services	134,791	\$138,835	0	\$138,835
Goodwill Industries	\$44,200	\$45,526	0	\$45,526
Mission Hiring Hall/SOMEK	\$67,500	\$69,525	0	\$69,525
No. California Service League	\$105,000	\$108,150	\$15,634	\$123,784
Swords to Plowshares	\$73,125	\$75,319	0	\$75,319
Toolworks Inc.	\$42,000	\$43,260	0	\$43,260
Total	\$789,509	\$813,194	\$46,902	\$860,096

Subcontractors receiving a bonus of increased program funds would be required to increase their program goals proportionately during contract negotiations.

The PIC staff will be available at your meeting on August 1, 2001, to answer any questions you may have regarding these recommendations.

Attachments

cc: George Smith, Mayor's Office on Homelessness  
Mikyung Kim, SHP Grants Manager, DHS  
PIC Staff



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

74.57  
1/1/01

**NOTICE OF A PUBLIC MEETING  
OF THE  
WORKFORCE INVESTMENT SAN FRANCISCO BOARD  
PROGRAM RESOURCES COMMITTEE**

**Date:** Wednesday, August 1, 2001  
**Time:** 10:00 a.m. – 12:00 noon  
**Location:** Auditorium  
City College of San Francisco  
33 Gough Street  
San Francisco CA 94103

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07-25-01 10:27:00

**PROPOSED AGENDA APPEARS ON THE REVERSE SIDE**

**KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE  
(Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at [www.ci.sf.ca.us/infoctr/sunshine/index.htm](http://www.ci.sf.ca.us/infoctr/sunshine/index.htm)

**OTHER ACCOMMODATIONS**

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

**Issued: Wednesday, July 25, 2001**

## PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of Minutes for July 11, 2001 (*Action Item*)\*
3. Orientation to the Homeless Employment Collaborative and Funding Recommendations for Year 6 of the Collaborative (*Action Item*)\*
4. Funding Recommendations for Federal Fiscal Year (FFY) 2001 Refugee Employment Social Services (RESS) and Targeted Assistance (TA) Formula Allocations (*Action Item*)\*
5. Workforce Investment Act (WIA) Funding Update (Discussion Item)
6. Scope of Program Investment Committee Activities (Continuing Discussion Item)
7. Public Testimony on Non-Agenda Items (Discussion Item)
8. Future Agenda Items (Discussion Item)
9. Adjournment (*Action Item*)

\* Information enclosed

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AN ORIENTATION  
TO  
THE HOMELESS EMPLOYMENT COLLABORATIVE  
FOR THE SAN FRANCISCO WORKFORCE INVESTMENT BOARD  
PROGRAM RESOURCES COMMITTEE

AUGUST 1, 2001





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CURRENT MCKINNEY DEFINITION  
OF HOMELESSNESS

A homeless person is:

- An individual or head of household living on the streets or in other places not meant for human habitation, or
- An individual or head of household residing at an emergency homeless shelter, or
- An individual or head of household residing at a transitional housing facility specifically serving homeless individuals or families and was living on the streets or in emergency shelter prior to entering transitional housing, or
- An individual or head of household residing in supportive housing for homeless persons and was homeless previous to entering the supportive housing. Supportive housing is defined, as housing that is affordable to extremely low-income households and includes the availability of on-site and/or off-site support services. Eligible support housing is not limited to housing funded through the McKinney Supportive Housing Program and includes non-profit owned SRO and multi-bedroom housing, for profit owned SRO and multi-bedroom housing, and Section 8 assisted housing, or
- An individual or head of household currently in an institution such as a hospital, residential treatment facility, or jail and was homeless upon entering such institution and will be homeless upon leaving if assistance is not provided.





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HOMELESS EMPLOYMENT COLLABORATIVE PROGRAM SUBCONTRACTORS

October 1, 2000 through September 30, 2001

SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
<b>Arriba Juntos</b> 1850 Mission Street San Francisco CA 94103 415-487-3245 <a href="http://www.arribajuntos.org">www.arribajuntos.org</a>	Classroom training for automated office skills occupations. Also includes basic remedial education  Sixty-five (65) training slots are available.	Applicants must be 18 years of age or older, and homeless.  Open entry/open exit from October 1, 2000 to September 30, 2001.
<b>Catholic Charities, St. Joseph's Village</b> 220 Tenth Street San Francisco CA 94103 415-575-4920 <a href="http://www.ccasf.org">www.ccasf.org</a>	Job search/job preparation services and direct placement program.  Thirty (30) training slots are available.	Applicants must be 18 years of age or older, and homeless.  Open entry/open exit from October 1, 2000 to September 30, 2001.
<b>Central City Hospitality House</b> 290 Turk Street San Francisco CA 94102 415-749-2113 <a href="http://www.hospitalityhouse.org">www.hospitalityhouse.org</a>	Classroom training and work experience program.  Twenty-five (25) training slots are available.	Applicants must be 18 years of age and homeless.  Open entry/open exit from October 1, 2000 to September 30, 2001.
<b>Community Housing Partnership</b> 1010 Market Street San Francisco CA 94102 415-241-9015	Job search/job preparation services and direct placement program.  Seventy-five (75) training slots are available.	Applicants must be 18 years or older and homeless, especially those living in supportive housing.  Open entry/open exit from October 1, 2000 to September 30, 2001.
<b>Episcopal Community Services Skills Ctr.</b> 705 Natoma Street San Francisco CA 94103 415-487-3792	Basic remedial education program and GED preparation.  Seventy-five (75) training slots are available.	Applicants must be 18 years of age or older and homeless.  Open entry/open exit from October 1, 2000 to September 30, 2001.
<b>Goodwill Industries, Inc.</b> 1500 Mission Street San Francisco CA 94103 415-575-4559 <a href="http://www.sfgoodwill.org">www.sfgoodwill.org</a>	Classroom training for retail sales, retail merchandising, hotel and restaurant jobs, office technology, and transitional employment.  Twenty-five (25) training slots are available.	Applicants must be 18 years of age or older and homeless.  Open entry/open exit from October 1, 2000 to September 30, 2001.
<b>Mission Hiring Hall</b> 288 Seventh Street San Francisco CA 94103 415-865-2105	Job search/job preparation services and direct placement program.  Thirty (30) training slots are available.	Applicants must be 18 years of age or older, and homeless.  Open entry/open exit from October 1, 2000 to September 30, 2001.

## HOMELESS EMPLOYMENT COLLABORATIVE PROGRAM SUBCONTRACTORS

October 1, 2000 through September 30, 2001

SUBCONTRACTOR	PROGRAM DESCRIPTION	ENTRY REQUIREMENTS
<b>Northern California Service League</b> 28 Boardman Place San Francisco CA 94103 415-863-2323 <a href="http://www.jps.net/ncsl/">www.jps.net/ncsl/</a>	Job Search/Job Preparation Services and direct placement program. One hundred (100) training slots are available.	Applicants must be 18 years of age, ex-offenders and homeless. Open entry/open exit from October 1, 2000 to September 30, 2001.
<b>San Francisco Vocational Services</b> 814 Mission Street, Suite 600 San Francisco CA 94103 415-512-9500	Classroom training program in business office skills, basic remedial education and work experience. Fifteen (15) training slots are available.	Applicants must be 18 years of age or older, disabled and homeless. Open entry/open exit from October 1, 2000 to September 30, 2001.
<b>Swords to Plowshares</b> 1063 Market Street San Francisco CA 94103 415-252-4788 <a href="http://www.swords-to-plowshares.org">www.swords-to-plowshares.org</a>	On-the-job training program. Forty (40) training slots are available.	Applicants must be 18 years of age or older, veterans and homeless. Open entry/open exit from October 1, 2000 to September 30, 2001.
<b>Toolworks, Inc.</b> 1119 Market Street, Suite 300 San Francisco CA 94103 415-621-8665 <a href="http://www.toolworks.org">www.toolworks.org</a>	On-the-job training program in janitorial work. Training is for ten weeks followed by placement services. Fifteen (15) training slots are available.	Applicants must be 18 years of age or older, disabled and homeless. Open entry/open exit from October 1, 2000 to September 30, 2001.

# HOMELESS EMPLOYMENT COLLABORATIVE

## Our Mission

The Homeless Employment Collaborative (fondly known as HEC) is a collaboration of 11 homeless and employment training providers that offer a wide array of employment, training and educational services to any individuals who are, or have been homeless. The HEC came together in 1996 in an effort to offer more flexible, diverse opportunities rather than the more traditional and rigid training and employment opportunities offered under the Job Training Partnership Act (JTPA), which has been replaced by the Workforce Investment Act. Since then we have worked towards offering not only a variety of services but also ones that can build upon each other.

The HEC is currently comprised of 11 agencies—Arriba Juntos, Catholic Charities, Central City Hospitality House, Community Housing Partnership, Episcopal Community Services, Goodwill Industries, Mission Hiring Hall, Northern California Service League, San Francisco Vocational

*"The staff talk to you and ask 'How are you doing'. They don't look down on you."*

Student in HEC Training

Services, Swords to Plowshares and Toolworks. Each agency specializes in certain services offered, such as training, as well as populations served. Each agency also focuses on particular aspects of the homeless population, and has a commitment to addressing issues that prevent individuals from succeeding. The collaborative has created appropriate linkages with other members of the HEC in order to offer the most opportunities to the participants.

As a collaborative we are able to see consistent barriers and systemic challenges that affect all homeless people, and limit their immediate ability to access training, employment, and educational services. Additionally we have also identified issues that hinder agencies' ability to deliver effective services. Thus we are beginning to address such broad issues as the need for more housing, substance abuse and mental health treatment services, food and clothing resources, liv-

ing wage requirements, and more flexible rules under entitlement programs.

The training and employment service needs of homeless people are diverse, but they also often vary from those of other marginalized people because they are lacking stable housing. This prevents them from having privacy, access to a phone, a place to study or prepare, inability to get adequate sleep, and many other amenities inherent to being in a home. Additionally, homeless people are facing the multiple traumas that arise on the streets and in the shelters such as lack of safety, exposure, depression, weariness, lack of support systems, and loneliness.

In order to respond to the vast challenges that our clients encounter, we have increased information sharing with the general public in order to highlight the complexity of homelessness, from the perspective of obtaining training and employment.

*"For me, it was important to find this program in the community."*

Student in HEC Program



## Service Providers

**The Adult Skills Center**  
705 Natoma Street  
San Francisco, CA 94103  
(415) 487-3795

**Arriba Juntos**  
1850 Mission Street  
San Francisco, CA 94103  
(415) 487-7830

**Central City Hospitality House**  
290 Turk Street  
San Francisco, CA 94102  
(415) 749-2180

**Community Housing Partnership**  
290 Turk St., 2nd Fl.  
San Francisco, CA 94102  
(415) 749-1695

**Goodwill Industries, Inc.**  
1500 Mission Street  
San Francisco, CA 94103  
(415) 575-2101

**Mission Hiring Hall**  
288 Seventh Street  
San Francisco, CA 94103  
(415) 865-2105

**Northern California Service League**  
28 Boardman Place  
San Francisco, CA 94103  
(415) 863-2323

**St. Joseph's Village**  
220 Tenth Street  
San Francisco, CA 94103  
(415) 575-4920 x 222

**San Francisco Vocational Services**  
814 Mission Street, Suite 600  
San Francisco, CA 94103  
(415) 512-9500

**Swords to Plowshares**  
1063 Market Street  
San Francisco, CA 94103  
(415) 252-4788

**Toolworks, Inc.**  
1119 Market Street, Suite 300  
San Francisco, CA 94103  
(415) 621-8665

mcm-0711.01



**HOMELESS  
EMPLOYMENT  
COLLABORATIVE**

The Homeless Employment Collaborative is sponsored by the Private Industry Council of San Francisco, and funded by the U.S. Department of Housing and Urban Development.



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MEMORANDUM

TO: THE HON. MAYOR WILLIE L. BROWN JR.      DATE: FEBRUARY 1, 2001  
THE SAN FRANCISCO LOCAL HOMELESS  
COORDINATING BOARD  
THE SAN FRANCISCO LOCAL WORKFORCE  
INVESTMENT BOARD

FROM: PAMELA S. CALLOWAY, PRESIDENT  
PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

SUBJECT: THE SAN FRANCISCO HOMELESS EMPLOYMENT COLLABORATIVE

In 1994 San Francisco developed a Continuum of Care Plan "to establish an integrated, effective and coordinated system of health care, housing, employment and support services to prevent and reduce homelessness in San Francisco."

In 1995 the city and county of San Francisco applied for and received Stewart B. McKinney Homeless Assistance Act funds from the U.S. Department of Housing and Urban Development (HUD). Among the many programs in the city's application was the Homeless Employment Collaborative, which was initially administered by the Mayor's Office of Community Development and sponsored by the Private Industry Council of San Francisco (PIC). Later the administration of this grant was transferred to the San Francisco Department of Human Services (DHS) and the PIC started the program in October 1996.

Currently there are eleven (11) community-based organizations that operate employment training programs exclusively for homeless individuals in San Francisco and that function as the San Francisco Homeless Employment Collaborative (HEC). They are:

Arriba Juntos  
Catholic Charities, St. Joseph Village  
Central City Hospitality House  
Community Housing Partnership  
Episcopal Community Services  
Goodwill Industries Inc.

Mission Hiring Hall/ South of Market  
Employment Center  
Northern California Service League  
San Francisco Vocational Services  
Swords to Plowshares  
Toolworks Inc.

For your information, attached are four years of data summarizing what the Collaborative has accomplished as of December 31, 2000. The HEC is in its fifth year of program operations and has recently been notified that HUD has granted it a two year renewal, which will support its programs through September 2003.

#### Attachments

cc: Bonita Davenport, Supportive Housing Program Grants Manager, DHS  
HEC Subcontractors  
PIC Staff

THE SAN FRANCISCO HOMELESS EMPLOYMENT COLLABORATIVE  
 FOUR YEAR PROGRAM PERFORMANCE  
 PERIOD: OCTOBER 1, 1996 TO SEPTEMBER 30, 2000

	Year One 10/1/96-9/30/97	Year Two 10/1/97-9/30/98	Year Three 10/1/98-9/30/99	Year Four 10/1/99-9/30/00
Total Expenditures	\$785,189	\$856,505	\$1,064,070	\$971,639
Number of Programs	10	12	13	11
Number of Participants	393	438	461	409
Number of Placements	169	168	175	187
Placement Rate	43%	38%	38%	46%
90 Day Retention Rate	75%	71%	64%	79%
Average Wage	\$7.92/hr	\$8.53/hr	\$8.72/hr	\$9.70/hr
Average hours per week	31.91	32.29	33.67	34.27
Full time Employment	55%	56%	67%	67%
Part-Time Employment	29%	31%	24%	19%
Temporary Employment	16%	13%	9%	14%
Cost per Service	\$1998	\$1995	\$2308	\$2376
Cost per Placement	\$4648	\$5098	\$6080	\$5196
Average Service Level per Program	39	37	35	37
Average Placement Level per Program	17	14	13	17
Average Expenditures per Program	\$78,519	\$71,375	\$81,852	\$88,331

THE SAN FRANCISCO HOMELESS EMPLOYMENT COLLABORATIVE  
FOUR YEAR PARTICIPANT CHARACTERISTICS  
PERIOD: OCTOBER 1, 1996 TO SEPTEMBER 30, 2000

Total Participants:	1701	100%
Gender:		
Female	590	34.7%
Male	1102	64.8%
Transgender	9	0.5%
Family Status:		
Single 17 or under	25	2%
Single 18 to 54	1285	75%
Single 55 or older	81	5%
Parents with children	310	18%
Race/Ethnicity:		
African American	776	46%
Asian/Pacific Islander	70	4%
Hispanic/Latino	313	18%
Native American	34	2%
White	459	27%
Other	49	3%
Living Situation:		
On the streets	413	24%
Emergency shelter	414	24%
Transitional Housing	352	21%
Supportive Housing	470	28%
Other	52	3%
Education:		
8 <sup>th</sup> Grade or less	89	5%
9 <sup>th</sup> Grade to 11 <sup>th</sup> Grade	441	26%
12 <sup>th</sup> Grade/GED	729	43%
Some College	334	20%
College Degree or more	108	6%
Veterans:	307	18%
Disabled:	875	51%
Public Assistance Recipients:	939	55%

# **EXECUTIVE SUMMARY**

## **CONTINUUM OF CARE**

### **A FIVE YEAR STRATEGIC PLAN FOR HOMELESS SERVICES 2001 – 2006**

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### **CITY AND COUNTY OF SAN FRANCISCO**

## EXPANSION OF ECONOMIC OPPORTUNITY

San Francisco's median income has increased from \$33,482 in 1990 to \$50,753 in 1999.<sup>12</sup> Despite the area's economic boom and unprecedented wealth accumulation, the percentage of the population living in poverty has remained constant. Based upon the 1998 poverty threshold (\$16,660) and population projections, it is estimated that at least 14.5 percent of the City's population lives in poverty.<sup>13</sup>

While unemployment is at record lows in the area, employment opportunities for the very poor and homeless have not kept pace with the expansion in the high-tech and financial sectors. In the Bay Area, only 20 percent of jobs do not require more than a High School Diploma; the national average is 40 percent.<sup>14</sup> Unskilled work, primarily in the service sector, continues to pay a dismally low wage.

For unemployed San Franciscans, benefits and entitlements programs continue to provide inadequate assistance. San Francisco County's revamped assistance programs for single adults pay a maximum of \$355 a month for those who meet strict eligibility requirements.<sup>15</sup> Workfare, a condition of receiving most county aid, has proven to be ineffective in expanding opportunities for low-income people, and is being phased out by the City and County in favor of expanding training programs. Permanently disabled people who have been deemed eligible by the federal Social Security Administration receive only \$676 per month; in addition, 2600 people have been cut from SSI benefits in the past five years.<sup>16</sup> The federal Temporary Aid to Needy Families (TANF) program, called CalWORKs in California, offers a San Francisco family of three \$611 per month, while the average rent for a two-bedroom apartment is \$1940.<sup>17</sup>

Job training and employment services that are responsive to the changing economy are critical components of an integrated system to help people who are homeless find and maintain jobs. This plan recognizes that people's incomes must be adequate to support stable, independent living. It calls for the adoption of a Living Wage Ordinance, to which all jobs would adhere; the increased participation of people who are homeless in mainstream education, training and employment programs, as well as the continued expansion of homeless-specific programs; improvements to income maintenance programs; and the development of economic development strategies that will create jobs for extremely low-income people and recipients of public assistance. The goals for income, education and training, and employment are described below:

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<sup>12</sup> Consolidated Plan, page 7.

<sup>13</sup> Ibid.

<sup>14</sup> Potepan, Michael J., San Francisco State University. *Employment Projections and Job Growth For Low Educated Workers in San Francisco 1998-2003*. San Francisco, CA, 1999.

<sup>15</sup> San Francisco Department of Human Services. *San Francisco County Adult Assistance Program (CAAP) brochure*. San Francisco, CA, 2000.

<sup>16</sup> Consolidated Plan, page 30.

<sup>17</sup> Consolidated Plan, page 36.

# DRAFT

## Income

- Create a living wage with health benefits. Beginning with the local ordinance, anyone who works full time, including youth working full time, should be able to live self-sufficiently and live within reasonable distance of their employment.
- Improve the City single adult Personal Assisted Employment Services (PAES).
- Improve the CalWORKS program.

## Education and Training

- Create or lease housing/shelter that is responsive to training programs and student needs.
- Improve access to mental health support and increase communication support between mental health professionals and educators.
- Expand education and job readiness services, and improve access to these services.
- Ensure adequate and flexible supportive services.
- Create an Employment and Training Trust Fund to create funding for employment and training initiatives for job seekers who are homeless.
- Combine/enhance literacy and training.
- Increase access to City College for job seekers who are homeless.
- Create scholarship fund for higher education.
- Create access to Employee Assistance Programs (EAP) for newly hired workers who are homeless and small business employers.

## Employment

- Develop citywide low-income hiring preferences and a citywide job creation plan for low and unskilled workers.
- Increase capacity of employers and non-profits to hire low-income people, including youth and people with special needs.
- Increase revenue streams for employment programs for people who are homeless, including youth.
- Facilitate partnerships between business, unions, trade associations, non-profits, and City Departments, connecting employers, unions and trade associations with “work ready” candidates, and providing non-profit employment and economic development organizations with information on employer needs.
- Organize bi-annual summit for businesses, low-wage workers, and service providers in order to identify methods by which small business will be better able to successfully employ disenfranchised workers.
- Provide business development scholarships to homeless and formerly homeless people.
- Promote tax policies that encourage employment of people who are homeless.

## RESPECT FOR CIVIL RIGHTS AND DIVERSITY

People who are homeless must lead their private lives in public places. As a result, people who are homeless are often victims of discrimination based on their status as homeless people, because of impoverished appearance, lack of address, public perceptions, or the necessary presence of personal property. In 1999, San Francisco police issued a total of 5876 citations to people who were homeless for five “quality of life” infractions: obstructing the sidewalk,

trespass (lying in a doorway), camping, sleeping, and after-hours presence in City parks.<sup>18</sup> Because of the short supply of shelter beds, people who are homeless are forced to commit these crimes, which carry a \$76 fine and require a court appearance.

People who are homeless who are also members of groups who have historically suffered discrimination, such as racial and sexual minorities, women, and people with disabilities, are especially vulnerable to being treated arbitrarily or unfairly. In response to these problems, this plan includes action steps related to ensuring that services are provided in an atmosphere of respect and tolerance for the diversity of the homeless population and that the civil rights of homeless and at-risk individuals and families are protected in all services, programs and policies of the Continuum of Care. The goals aimed at protecting diversity and civil rights are as follows:

- The Local Board should model the ability to discuss issues of race, class, gender, age, sexual orientation, etc.
- Improve the Continuum of Care for homeless individuals with regard to diversity and cultural competency issues, increase City coordination around these issues, and provide training for City staff as well as applicants in the McKinney process on these issues.
- Ensure the civil rights of homeless individuals are respected and protected.

## THE ROLE OF THE LOCAL BOARD IN GOVERNANCE AND OVERSIGHT

San Francisco's Local Homeless Coordinating Board is now a key voice in the homeless policy and funding arenas in San Francisco. Since January 2000, the Local Board has benefited from the skills and attention of a full-time staff person, funded by the Mayor's Office on Community Development. The Board's membership, including neighborhood representatives, homeless and formerly homeless people, service providers, homeless advocates, business, education and training institutions and programs, housing development corporations, foundations, labor, HIV/AIDS health care providers, and City government departments, continues to grow.

The Local Board recommitted itself to its charge of overseeing the implementation of this updated Plan through its guiding principles. The first of the guiding principles continues to be that San Francisco will have one citywide plan to prevent and reduce homelessness. The Local Board will ensure one unified homeless strategy that has consistent policies supported by the Mayor, the Board of Supervisors, City departments, housing and service providers, people who are homeless or formerly homeless, advocates, and business and neighborhood groups. In the FY 2001-2002 Annual Workplan, the Local Board will ensure the continued evaluation of City-funded programs, assessing cost effectiveness and programs' success in achieving their goals and objectives.

The Local Board has clearly visualized the importance of this plan as a "living document" that must be continually revisited, revised, and updated. The inclusive process for approval of this plan was developed to lay the foundation for a proactive implementation plan. Each year the Local Board will convene a Workplan Committee charged with developing and

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<sup>18</sup> San Francisco Coalition on Homelessness Civil Rights Project quarterly reports.

## DRAFT

monitoring the Annual Workplan. The composition of the Committee, which will be chaired by a City Department representative on the Local Board, will consist of the Director of the Mayor's Office of Homelessness, non-city department members of the Local Board, and all Department and Division representatives on the Local Board. The Annual Workplan will ensure that each City Department incorporates the relevant Continuum of Care action steps into departmental work plans and budgets. In order to coincide with the City budget planning process, the Annual Workplan must be prepared 14-15 months prior to the beginning of the Fiscal Year that will be covered by the plan. For example, the FY 2002 – 03 Annual Workplan must be completed by the fall of 2001. The first Workplan Committee will be convened in April 2001.

The Local Board will ensure that the following activities will be core components of the monitoring and development process.

1. Develop annual work plans for each fiscal year of the Plan. The first Workplan will cover an 18-month time period from January 1, 2001 – June 30, 2002, since approval of the plan will not be complete until March 2001. The Workplan will include annualized goals for each strategy area and the department, division, and where possible manager responsible for implementation. This will allow each department to incorporate the Continuum of Care action steps into departmental work plans and budgets. Development of the department work plans will begin after the plan approval process is completed.
2. Institute an annual process for community input. A public hearing will be held each summer in order to incorporate ideas and feedback from the community on the budget priorities for the annualized Workplan. In addition public hearings will illicit input on the progress of the current Workplan.
3. Establish a process for obtaining year-round input from consumers of homeless services. The Local Board will determine the mechanisms that will be used year-round including focus groups, shelter surveys and satisfaction surveys from programs.
4. Improve the accessibility of the Local Board by holding some of the Board meetings at community sites.
5. Develop mechanisms to improve outreach for the input and involvement of underserved neighborhoods in development of annual workplans and as a result access to the Continuum of Care service system.
6. Incorporate a regional approach to eradicating homelessness into the activities undertaken for this Workplan. The Local Board acknowledges that despite the best efforts of an organized and committed community, the challenges of homelessness lie beyond the scope and resources of any single local community and exceed the boundaries of local political structures; effective solutions therefore require the cooperation of the nine Bay Area counties. As a next step to regional cooperation, the Local Board will begin to attend regional meetings of Bay Area Local Boards.

## **DRAFT**

In keeping with the commitment of the Local Board to be a central force in ensuring compliance and implementation of the Continuum of Care Plan, it was necessary for the Local Board to move forward with developing budget and policy priorities for the upcoming fiscal year prior to approval of the final draft of the Continuum of Care Plan in March 2001. The budget priorities have been incorporated into the appropriate strategy areas. The following budget related policy recommendations were adopted in January and derived for the public budget hearing held November 9, 2000.

- By budget year 2004-2005, fifty to sixty units with capital funds and subsidies will come on line, and then, yearly thereafter. The Mayor's Office of Housing should tie this to the current feasibility studies issues.
- Create better access and linkages to current training resources to non-profit staff.
- The City should develop increased strategies for acquisition of land for affordable housing as well as support services.
- Encourage the development of higher density housing near transit hubs, and higher density in general.



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DOCUMENTS DEPT.

JUL 26 2001

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MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE

DATE: JULY 25, 2001

FROM: PAMELA S. CALLOWAY, PRESIDENT

SUBJECT: RECOMMENDATIONS FOR FEDERAL FISCAL YEAR (FFY) 2001  
REFUGEE EMPLOYMENT SOCIAL SERVICES (RESS) AND  
TARGETED ASSISTANCE (TA) FORMULA ALLOCATIONS

Eleven proposals from seven organizations were received by the July 11 deadline in response to the Request For Proposal (RFP) issued June 20, 2001. Each proposal was read and scored by two members of the review Task Force. Enclosed are the individual evaluations (buff) along with the Program Summary (PIC RFG 121); Participant Characteristics and Enrollment Summaries (RFG 122); and Initial Determination of Responsibility (PIC RFG 125) of the proposals. The Central Intake Point is not required to submit an RFG 122.

Attached are four tables (blue).

- Tables 1 & 2 present two funding scenarios for the Committee's consideration. The Tables display each of the proposals sorted by activity to facilitate comparisons between proposals. The similarities and differences between the Tables are briefly discussed below. The Tables include requested funding amounts, preliminary funding amounts for FFY 2000, current funding levels, and initial recommendations for FFY 2001. The service levels for those proponents recommended for funding have been adjusted based on the dollar amount being recommended. The recommended placements are based on the proposed placement rate submitted by each proponent.
- Table 3 displays the point scores for each of the proposals sorted by activity.
- Table 4 displays the performance data both for the previous year's performance from October 1, 1999 through June 30, 2001, as well as this year's performance from October 1, 2000 through June 30, 2001 (nine months) for those agencies that are or were receiving refugee funds during those time periods. Each subcontractor is listed by component with the planned and actual enrollments and job entries, along with the employment entry rates, which are percentages reflecting the number refugees placed in jobs divided by the number of refugees enrolled.

The total preliminary amount of funds available for services this year is \$715,519, which is \$56,395 less than last year (7%). The total amount of funds requested was \$1,112,124 (transportation/childcare and set asides for vendors/OJT employers not included). We are expecting some carry forward funds from FFY 2000, but these will not be determined until November.

### **Funds distribution per activity**

The chart below shows FFY 2000 initial funding distribution between the activities with a comparison of recommendations for FFY 2001.

<b>Activity</b>	<b>FFY 2000</b>	<b>FFY 2001, # 1</b>	<b>FFY 2001, # 2</b>
CIP	12%	12%	12%
ES	52%	45%	44%
VT/CA	15%	18%	18%
IR/OJT	11%	17%	16%
A/SAS	7%	5%	7%
Supportive Services	3%	3%	3%

CIP            Central Intake Point  
 ES            Employment Services  
 VT/CA        Vocational Training/Career Advancement  
 IR/OJT       Individual Referral/On-the-Job Training  
 A/SAS        Acculturation/Social Adjustment Services

These recommendations reflect the continued shift from Employment Services (ES) to Vocational Training (VT) and IR/OJT, because of the expressed desire of CalWORKs clients and other refugees for vocational training and IR/OJT.

### **Similarities of the two funding options**

- Both options recommend that the Central Intake Point (CIP) be funded at the same percentage of the services' funds as in the past (12%). It is also recommended that as additional funds become available, the CIP be considered for increased funding relative to the increase in goals and services. The CIP is a mandatory activity that needs to be adequately funded so it can maintain language capacity to assist any refugee seeking services. There was no competition for this activity.
- Two brokers are being recommended. One, (Jewish Vocational Service), is an experienced On-the-Job Training (OJT) broker and the other (Catholic Charities) is currently brokering refugee Individual Referral (IR) contracts. Catholic Charities is recommended on a probationary basis.

- Oxman College is not being recommended for a cost reimbursement contract, but is recommended to remain eligible for vendor contracts through the brokering activity.
- The scenarios have the same amounts recommended for the vocational training activity and also for supportive services (transportation/childcare).

#### **Differences between the two options**

- The African Immigrant & Refugee Resource Center (AIRRC) is not recommended for funding in the first scenario, but scenario #2 includes a small amount of funding on a probationary basis.
- IR/OJT set aside is increased from \$3,750 per person in scenario #1 to \$4,250 in scenario #2. OJTs are essential to meeting goals with both scenario set aside amounts. (\$5,000 per person was initially set aside last year.)
- Scenario #1 includes funding for one Acculturation/Social Adjustment Services (A/SAS) program. Scenario #2 presents an option to fund another A/SAS program [Jewish Family & Children's Services (JFCS)], resulting in a slight decrease in employment services slots.
- The Jewish Vocational Service's (JVS) Employment Services (ES) program is recommended for fewer dollars in Scenario #2 than in #1.

Staff will be at your August 1<sup>st</sup> meeting to answer any questions you may have.

Attachments

cc: Refugee Proponents  
Jay Nelson, CDSS  
DHS Staff  
PIC Staff





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Attachments

cc: Refugee Proponents  
Jay Nelson, CDSS  
DHS Staff  
PIC Staff



TABLE 1

PRIVATE INDUSTRY COUNCIL STAFF FFY 2001 PRELIMINARY REFUGEE FUNDING RECOMMENDATIONS  
SCENARIO #1

Proponent	Activity	Amount Requested	Initial FFY 2000 Funding*	Current FFY 2000 Funding**	Initial FFY 2001 Recom. Funding	TA	RESS	Recom.		Place. Rate
								Svc.	Pic.	
International Rescue Committee	CIP	\$118,756	\$93,511	\$99,167	\$85,862	\$43,628	\$42,234	NA	NA	NA
Catholic Charities/REAP	ES	\$111,007	\$141,123	\$141,123	\$92,500		\$92,500	50	33	66%
Jewish Vocational Service	ES	\$244,379	\$195,335	\$195,335	\$230,825	\$230,825		94	61	65%
African Imm. & Refugee Res. Center	ES	\$50,000	\$30,094	\$30,094	\$0					
Catholic Charities/REAP	Broker	\$28,000	\$19,500	\$37,500	\$18,670	\$18,670		10	8	80%
Jewish Vocational Service	Broker	\$37,988	\$0	\$0	\$18,990	\$18,990		10	8	80%
Jewish Vocational Service	VT-IT	\$120,638	\$55,214	\$70,989	\$62,552	\$62,552		14	11	79%
Jewish Vocational Service	VT-OTC	\$132,254	\$58,980	\$88,469	\$66,120	\$66,120		15	12	80%
Oxman College	VT-Acc't	\$120,000	\$0	\$0	\$0					
International Institute of San Francisco	A/SAS	\$50,150	\$35,583	\$50,491	\$35,000		\$35,000			
Jewish Family & Children's Services	A/SAS	\$98,952	\$0	\$0	\$0					
Subtotal		\$1,112,124	\$629,340	\$713,168	\$610,519	\$440,785	\$169,734	193	133	69%
IR/OJT Set Aside			\$65,000	\$137,000	\$85,000	\$85,000				
Transportation/Childcare			\$23,074	\$36,185	\$20,000	\$10,000	\$10,000			
Total			\$717,414	\$886,353	\$715,519	\$535,785	\$179,734			
PIC Administration			\$136,220	\$139,284	\$126,267	\$94,550	\$31,717			
Grand Total			\$853,634	\$1,025,637	\$841,786	\$630,335	\$211,451			

\*FFY 2000 initial and current funding totals do not include one agency's funding because it is not a proponent for FFY 2001 funds.

\*\*Current FFY 2000 funding includes carry forward FFY 1999 funds.

CIP Central Intake Point  
 ES Employment Services  
 VT/IT Vocational Training/Information Technology  
 VT/OTC Vocational Training/Office Technology & Communication  
 VT/Acc't Vocational Training/Accounting  
 A/SAS Acculturation/Social Adjustment Services



PRIVATE INDUSTRY COUNCIL STAFF FFY 2001 PRELIMINARY REFUGEE FUNDING RECOMMENDATIONS  
SCENARIO #2

Proponent	Activity	Amount Requested	Initial FFY 2000 Funding	Current FFY 2000 Funding*	Initial FFY 2001 Recom. Funding	TA	RESS	Recom.		Place. Rate
								Svc.	Plc.	
International Rescue Committee	CIP	\$118,756	\$93,511	\$99,167	\$85,862	\$54,513	\$31,349	NA	NA	NA
Catholic Charities/REAP	ES	\$111,007	\$141,123	\$141,123	\$92,500		\$92,500	50	33	66%
Jewish Vocational Service	ES	\$244,379	\$195,335	\$195,335	\$197,440	\$197,440		80	52	65%
African Imm. & Refugee Res. Center	ES	\$50,000	\$30,094	\$30,094	\$27,500	\$27,500		11	7	64%
Catholic Charities/REAP	Broker	\$28,000	\$19,500	\$37,500	\$18,670	\$18,670		10	8	80%
Jewish Vocational Service	Broker	\$37,988	\$0	\$0	\$18,990	\$18,990		10	8	80%
Jewish Vocational Service	VT-IT	\$120,638	\$55,214	\$70,989	\$62,552	\$62,552		14	11	79%
Jewish Vocational Service	VT-OTC	\$132,254	\$58,980	\$88,469	\$66,120	\$66,120		15	12	80%
Oxman College	VT-Acct't	\$120,000	\$0	\$0	\$0					
International Institute of San Francisco	A/SAS	\$50,150	\$35,583	\$50,491	\$35,000		\$35,000			
Jewish Family & Children's Services	A/SAS	\$98,952	\$0	\$0	\$15,885		\$15,885			
Subtotal		\$1,112,124	\$629,340	\$713,168	\$620,519	\$445,785	\$174,734	190	131	69%
IR/OJT Set Aside			\$65,000	\$137,000	\$75,000	\$75,000				
Transportation/Childcare			\$23,074	\$36,185	\$20,000	\$15,000	\$5,000			
Total			\$717,414	\$886,353	\$715,519	\$535,785	\$179,734			
PIC Administration			\$136,220	\$139,284	\$126,267	\$94,550	\$31,717			
<b>Grand Total</b>			\$853,634	\$1,025,637	\$841,786	\$630,335	\$211,451			

\*FFY 2000 funding totals do not include one agency's funding because it is not a proponent for FFY 2001 funds.

\*\*Current FFY 2000 funding includes carry forward FFY 1999 funds.

CIP Central Intake Point  
 ES Employment Services  
 VT/IT Vocational Training/Information Technology  
 VT/OTC Vocational Training/Office Technology & Communication  
 VT/Acct't Vocational Training/Accounting  
 A/SAS Acculturation/Social Adjustment Services



**Table 3**  
**Point Scores**

No.	Proponent	Activity	1a	1b	2a	2b	2c	2d	3	Total
5	International Rescue Committee	CIP	10	24	19	14	10	5	13	95
9	Jewish Vocational Service	ES	9	22	14	12	18	NA	12	87
2	Catholic Charities/REAP	ES	9	20	9	13	16	NA	13	80
11	African Imm. & Refugee Res. Center	ES	9	16	9	11	12	NA	9	66
7	Jewish Vocational Service	Broker	9	21	12	12	17	NA	14	85
3	Catholic Charities/REAP	Broker	9	21	13	11	16	NA	13	83
8	Jewish Vocational Service	VT-IT	9	23	14	14	18	NA	14	92
6	Jewish Vocational Service	VT-OTC	9	23	13	14	17	NA	14	90
10	Oxman College	VT-Acc't	5	15	9	8	12	NA	9	58
1	International Institute of San Francisco	A/SAS	9	23	14	11	19	NA	14	90
4	Jewish Family & Children's Services	A/SAS	9	21	11	14	15	NA	14	84



TABLE 4

**REFUGEE PERFORMANCE DATA  
FOR FFYs 1999 AND 2000**

**EMPLOYMENT SERVICES/ENGLISH LANGUAGE TRAINING**

Subcontractor	Actual/Planned Enrollments				Actual/Planned Employment Entries				Employment Entry Rate °	
	FFY'99		FFY'00		FFY'99		FFY'00		FFY'99	FFY'00
	Actual	Plan	%	%	Actual	Plan	%	%	%	%
Jewish Vocational Service	89	106	84%	74	75	99%	54	69	48	81%
African Immig. & Ref. Res. Ctr.	12	15	80%	13	12	108%	8	12	1	8
Catholic Charities/REAP	38	100	38%	42	55	76%	25	66	33	55%
Refugee Transitions	21	31	68%	7	25	28%	8	21	0	16
<b>TOTALS</b>	160	252	63%	136	167	81%	95	168	58	105

**VOCATIONAL TRAINING/VOCATIONAL ENGLISH-AS-A-SECOND-LANGUAGE**

Subcontractor	Actual/Planned Enrollments				Actual/Planned Employment Entries				Employment Entry Rate °	
	FFY'99		FFY'00		FFY'99		FFY'00		FFY'99	FFY'00
	Actual	Plan	%	%	Actual	Plan	%	%	%	%
Career Resources Dev. Ctr.	27	39	69%	NA	NA	NA	9	35	26%	NA
Jewish Vocational Service-OTC	25	30	83%	27	30	90%	27	24	113%	9
Jewish Vocational Service-CAD	21	27	78%	24	23	104%	18	21	86%	5
Jewish Vocational Service-C.N.A.	4	5	80%	NA	NA	NA	3	4	75%	NA
<b>TOTALS</b>	77	101	76%	51	53	96%	57	84	68%	14

**INDIVIDUAL REFERRAL/ON-THE-JOB TRAINING**

Subcontractor	Actual/Planned Enrollments				Actual/Planned Employment Entries				Employment Entry Rate °	
	FFY'99		FFY'00		FFY'99		FFY'00		FFY'99	FFY'00
	Actual	Plan	%	%	Actual	Plan	%	%	%	%
Catholic Charities/REAP	29	30	97%	25	25	100%	18	24	75%	0
<b>TOTALS</b>	29	30	97%	25	25	100%	18	24	75%	0

**ACCULTURATION/SOCIAL ADJUSTMENT SERVICES**

Subcontractor	Actual/Planned Enrollments				Actual/Planned Employment Entries				Employment Entry Rate °	
	FFY'99		FFY'00		FFY'99		FFY'00		FFY'99	FFY'00
	Actual	Plan	%	%	Actual	Plan	%	%	%	%
International Institute of S.F.	229	221	104%	148	155	95%	NA	NA	NA	NA
Refugee Transitions	47	90	52%	28	55	51%	NA	NA	NA	NA
<b>TOTALS</b>	276	311	89%	176	210	84%	NA	NA	NA	NA

FFY '00 data are from October 1, 2000 through June 30, 2001.

° # of refugees placed in jobs/total served

NA - Not Applicable



## SERVICE COMPONENTS PROPOSAL EVALUATION

PROPONENT: INTERNATIONAL INSTITUTE OF SAN FRANCISCO

PROPOSAL NO.: 1

### PROGRAM CRITERIA

PTS.

1.	Community Involvement, Coordination and Organizational Competence [35 pts.]	
a.	Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS?.....[10 pts.]	9
b.	Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. ....[25 pts.]	23
2.	Program Design and Feasibility [50 pts.]	
a.	Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service?.....[15 pts.]	14
b.	<i>FOR VT/CA COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working?.....[15 pts.]	
	<i>FOR ES, IR, OJT COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? ....[15 pts.]	
	<i>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</i> Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? [15 pts.]	11
c.	Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed?.....[20 pts.]	19
3.	Program Cost and Leveraging [15 pts.]	
	Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. ....[15 pts.]	14
<b>TOTAL</b>		<b>90</b>

### COMMENTS AND RECOMMENDATIONS

This proposal is recommended for funding in the amount of \$35,000 in both Scenarios.

The International Institute of San Francisco (IISF) proposes to provide translation, acculturation/social adjustment and referral services to refugees. With the funding recommended, a total of 119 Eastern European and refugees from the former Soviet Union 50 years of age and older will be enrolled and offered these services.

Staff found the *Need* section of the proposal very comprehensive and tightly tied to the Institute's proposed services. Numerous testimonials from clients were also included. However, the section discussing volunteer involvement only discussed using project participants as program volunteers. Although staff considers this a good addition to IISF's program, volunteers other than program participants were not discussed. Other outside resources enumerated in the proposal were considered by staff in the leveraged resources section.

IISF is a subcontractor experienced in delivering PIC-funded acculturation and social adjustment services (A/SAS) and is well respected locally, and also by State and Federal refugee program agencies. As the proposal indicates, the agency is very familiar with local A/SAS procedures and paperwork.

Currently, IISF has enrolled 95%% (148/155) of its planned total for June 30, 2001. In Federal Fiscal Year 2000, it enrolled 104% of it goal (229/221).

The proposal includes \$46,044 in other leveraged funds, which represents 92% of the refugee funds requested (\$50,150). There is an inconsistency in the funds requested, as the Summary pages noted \$51,500, but the proposal budget totaled \$50,150, and the proposal narrative quoted a cost per refugee served as \$295, which would equate to a funding request of \$50,150. The proposed cost per person is the highest of the two proposals submitted for the A/SAS activity.

IISF is also currently funded with \$56,125 of Elderly Discretionary Grant funds through the PIC to provide a variety of services to refugees 60 years of age and above.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

PROGRAM SUMMARY



1. Proponent: **International Institute of San Francisco**

Prop. #

Address: **657 Mission Street #500**

Date:

**San Francisco CA 94105**

ZIP Code: **94105**

2. Director: **Margi Dunlap**

Phone #: **415 538-8110**

3. Total Amount Being Requested .....**\$51,500**

4. Proposed # of Unsubsidized Placements: .....**NA**

Please summarize the overall design and intent of the program in the space provided below.

The International Institute of San Francisco is requesting a grant of \$51,500 to provide social adjustment and acculturation services to 170 Russian- and Bosnian-speaking refugees over the age of fifty who have been in the country 60 months or less. This service program, with a record of successfully meeting its enrollment goals, will cost \$295 per person. The Institute will contribute resources of \$46,044.

The intent of the program is to assist older refugees to gain skills and understanding that will enable them to effectively interact with basic systems of daily living in the United States. The program will offer fourteen hours per week of scheduled classes and conversation groups, with additional individual assistance, translation, escort, drop-in, and referral services available on a one-to-one basis for participants. The Program will be staffed by a full-time teacher and a part-time Program Coordinator, both fluent in Russian and one fluent in Bosnian, with substantial experience providing these services to this group.

Program objectives are:

- **PUBLIC ASSISTANCE:** 35 refugees will gain greater understanding of public assistance and public services while learning about their eligibility for these services.
- **BANKING AND FINANCE:** 60 refugees will learn about banking, finance, taxes, and their rights as consumers.
- **HOUSING:** 90 refugees will receive assistance in understanding eligibility for public housing, landlord-tenant relations, their rights as tenants, and local housing policies and issues.
- **HEALTH:** 80 refugees will learn about managed care systems, locating a physician, and the proper uses of clinics and emergency rooms, while receiving assistance with medical referrals and health education questions.
- **EDUCATION:** 170 refugees will benefit from an ongoing classroom format and opportunity to improve their English, learn civics and civic participation skills, and practice communicating with people from varied countries with different accents.
- **HUMAN RELATIONS:** 170 refugees will be given the opportunity and encouragement to learn new human relations skills, practice diversity, and develop the strong network of social support needed decrease isolation and foster broader community participation.
- **LEGAL RIGHTS AND RESPONSIBILITIES:** 170 refugees will gain new skills and knowledge about the role of the police, the courts, and the legislative bodies who make laws, with opportunities to exercise their civil rights and gain respect for the civil rights of others.

Outcomes of participation in the program will include a greater capacity to understand and interact with people, systems, and structures encountered in daily life, decreased sense of social isolation, improved well-being, and greater appreciation of local diversity.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- ☐ Central Intake Point  
☐ Employment Services  
☐ Vocational Training/Career Advancement  
☐ Individual Referral/OJT Brokerage Services  
☐ Older Refugee (50+) Employment Services  
☒ Older Refugee (50+) Acculturation/Social Adjustment Services

6. Total number to be enrolled ..... 170 9. Placement Rate  $[(7 \div 6) \times 100] =$  \_\_\_\_\_

7. Total number to be placed (unsubsid. wages).. \_\_\_\_\_ 10. Average wage at placement \_\_\_\_\_

8. Total dollars requested ..... \$51,500 11. Estimated number to be served \_\_\_\_\_

Do not budget for Support Services (i.e., child care, transportation). (CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: **50+** Functional educational level at entry: **No minimum requirement**  
 Student Performance Level: **All** Job skills at entry: **Varied, no requirement.**

Barriers to employment at entry: **Age, health problems, lack of English, social isolation.**

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

**At Enrollment: Needs and Goals Checklist**  
**At Exit: Outcomes Checklist, Statement of Assistance Received**

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants.

Improvement in basic skills: NA

Job skills: NA

15. Training Occupations

6-digit OES Codes

Occupational Titles

<u>NA</u>	_____
_____	_____
_____	_____
_____	_____

**PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES**

SUBCONTRACTOR International Institute of San Francisco

SUBCONTRACT #. \_\_\_\_\_

PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS						
(Enter Number of Participants)						
GENDER	Males	80	COUNTRY OF ORIGIN	Former Soviet Union	150	
	Females	90		Bosnia/Eastern Europe	20	
	Total	170		China/Southeast Asia		
				Middle East		
AGE	16 - 17			Africa		
	18 - 21			Cuba/Central America		
	22 - 44			Total	170	
	45 - 54	30				
	55+	140	PUBLIC ASSISTANCE	RCA		
	Total	170		TANF		
				GA		
ENGLISH PROFICIENCY	SPL 0 to 4	140		SSI	165	
	SPL 5+	30		Total cash aid	165	
	Total	170		No cash aid	5	
				Food Stamps	150	

PARTICIPANT ENROLLMENT SCHEDULE							
(Enter Cumulative Number of Participants)							
MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W/ HLTH. BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	15		15				
NOVEMBER	30		30				
DECEMBER	40		40				
JANUARY	60		60				
FEBRUARY	75		75				
MARCH	90		90				
APRIL	105		105				
MAY	125		125				
JUNE	135		135				
JULY	150		150				
AUGUST	160		160				
SEPTEMBER	170		170				
OCTOBER							
NOVEMBER							
DECEMBER							



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPONENT: International Institute of San Francisco

1. Are you incorporated? ☒ Yes ☐ No  
If Yes, date incorporated: 1946
2. Tax Status: ☐ For Profit ☒ Not For-Profit State of Incorporation: California
3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? ☒ Yes ☐ No  
If No, have you ever been refused bonding? ☐ Yes ☒ No  
If Yes, please explain: \_\_\_\_\_
4. When was your last audit performed? 2000 Who performed the audit? Jewell and Lansdale, CPAs  
If you have not been audited during the past two years, please explain: \_\_\_\_\_
5. Do you retain outside accounting services other than a CPA firm? ☒ Yes ☐ No  
If Yes, please name the individual(s) or firm and describe their responsibilities: Florence Nacamulli, Mind Your Business, Inc. Responsible for invoicing, financial reports, oversight of payroll and budget planning
6. List the major sources of your agency funding other than PIC within the past three (3) years:  

Sources:	Amounts:	Years:
<u>SF Department of Public Health</u>	<u>\$ 293,000 – 296,000</u>	<u>per year 98-01</u>
<u>SF Commission on the Aging</u>	<u>\$ 37,500 – 118,000</u>	<u>per year 99-02</u>
<u>Charles and Helen Schwab Foundation</u>	<u>\$100,000</u>	<u>per year 99-02</u>
7. List the three principal officers presently on your governing board:  

Title:	Name:	Address:
<u>President</u>	<u>Wells Whitney</u>	<u>1308 Montgomery Street, San Francisco</u>
<u>Vice President</u>	<u>Scott Wu</u>	<u>1255 Bay Street, San Francisco</u>
<u>Secretary</u>	<u>Jennifer Beckett</u>	<u>2076 Vallejo Street, San Francisco</u>
8. Number of Directors on governing Board: 14 Number of Board meeting per year: 6  
Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ☐ Yes ☒ No  
If Yes, please explain: \_\_\_\_\_
9. Has your Board specifically agreed to sponsor this proposed program? ☒ Yes ☐ No  
If Yes, please give date of approval: \_\_\_\_\_  
If No, please explain: \_\_\_\_\_
10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? ☐ Yes ☐ No  
If Yes, please attach the most current copy of your CPPVE approval.  
If No, please explain: \_\_\_\_\_
11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ☒ Yes ☐ No  
If Yes, date: Spring, 2001 By whom was the assessment performed? Commission on the Aging
12. Was your facility found to be accessible to the:  
mobile-impaired? ☒ Yes ☐ No  
hearing-impaired? ☒ Yes ☐ No  
visually-impaired? ☒ Yes ☐ No  
If No to any of the above, do you plan to make the needed modifications? ☐ Yes ☐ No
13. Will your proposed program be accessible to the:  
mobile-impaired? ☒ Yes ☐ No  
hearing-impaired? ☒ Yes ☐ No  
visually-impaired? ☒ Yes ☐ No  
If No to any of the above, do you plan to make the needed modifications? ☐ Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Margi Dunlap, Executive Director

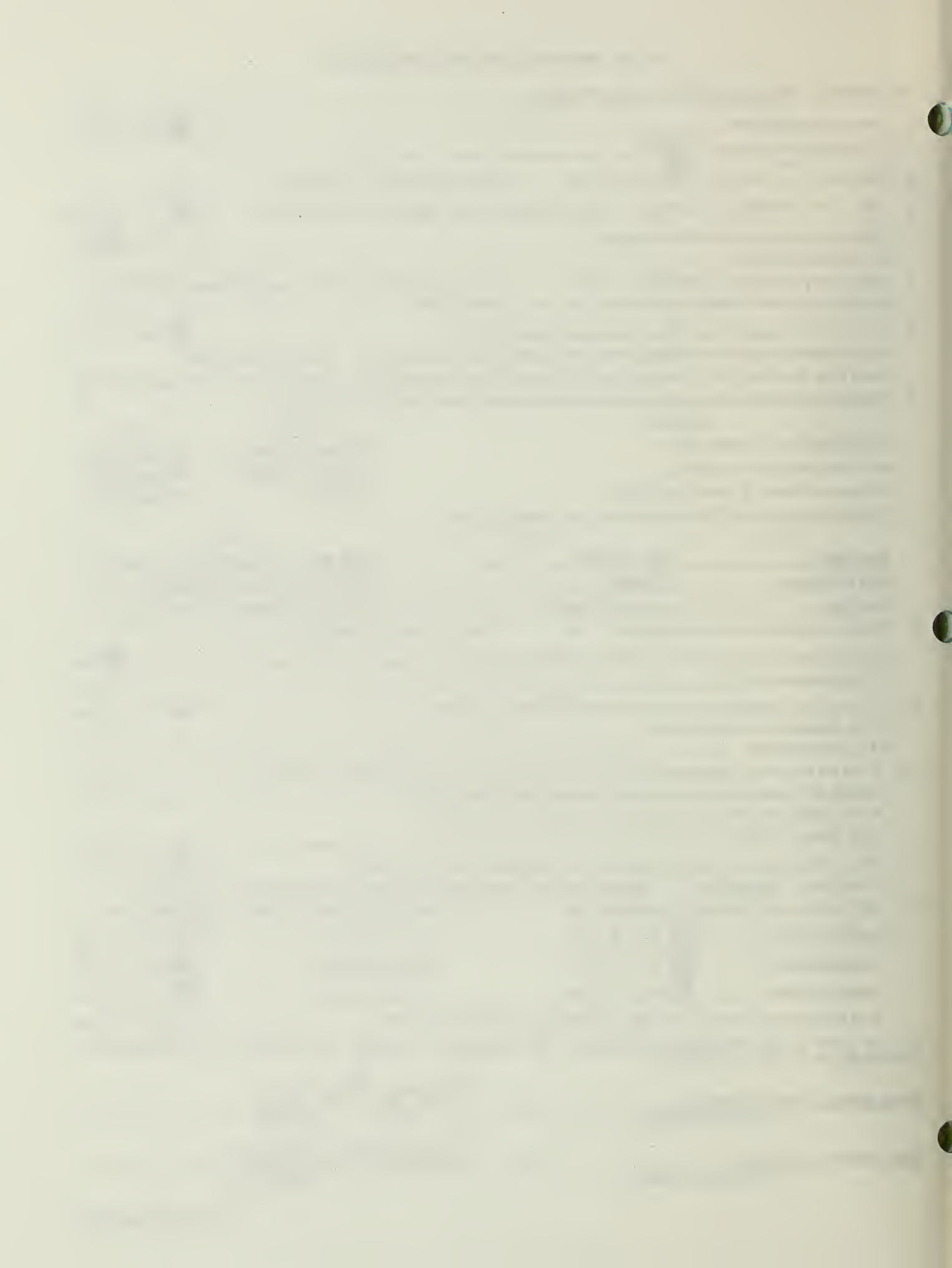
Program Director (Typed)

Margi Dunlap  
Signature

Wells Whitney, President

Board Chairperson (Typed)

Wells Whitney  
Signature



## SERVICE COMPONENTS PROPOSAL EVALUATION

PROPOSER: CATHOLIC CHARITIES/REFUGEE EMPLOYMENT ASS'T PROG      PROPOSAL NO.: 2

PROGRAM CRITERIA	PTS.
1. Community Involvement, Coordination and Organizational Competence [35 pts.]	
a. Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS? .....[10 pts.]	9
b. Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. ....[25 pts.]	20
2. Program Design and Feasibility [50 pts.]	
a. Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service? .....[15 pts.]	9
b. <i>FOR VT/CA COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? .....[15 pts.]	
<i>FOR ES, IR, OJT COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? ....[15 pts.]	13
<i>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</i> Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? [15 pts.]	
c. Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed? .....[20 pts.]	16
3. Program Cost and Leveraging [15 pts.]	
Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. ....[15 pts.]	13
<b>TOTAL</b>	<b>80</b>

### COMMENTS AND RECOMMENDATIONS

This proposal is recommended for funding in the amount of \$92,500 in both Scenarios.

This funding will enable Catholic Charities/REAP to provide employment services for 50 refugees including job search assistance, employment prep skills, job referrals, follow-up and job retention services for 90 days after employment begins.

REAP proposes to place 65% of the refugees in jobs with an average wage of \$10.00 per hour. REAP is currently operating an ES program and as of June 30, 2001 has achieved 76% of its enrollment goal, and 55% of its job entry goal. Its ES placement rate currently is 40%.

The proposal addressed all areas of the RFP but the *Need* section was quite short. Also, services for older refugees (50+) were not well defined; it appears that a separate older refugee component is not being proposed. The discussion of English language training was very thorough.

The proposal budget does not include any other leveraged funds, but the proposed costs per person (\$1,850) and placement (2,846) are the lowest of the three ES proposals received.

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PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.



PROGRAM SUMMARY

1. Proponent: Catholic Charities of the Archdiocese of SF Prop. # 02  
Address: 240 Golden Gate Avenue Suite 100 Date: \_\_\_\_\_  
San Francisco, CA ZIP Code: 94102
2. Director: Miguel Garcia-Vidal Phone #: 415-345-1290
3. Total Amount Being Requested .....\$111,007
4. Proposed # of Unsubsidized Placements:.....39 (65%)

Please summarize the overall design and intent of the program in the space provided below.

The Catholic Charities REAP proposes to provide **Employment Services** consisting of intake and assessment, employment orientation, English Language Training, supervised, structured job search and job readiness activities, individual employment and career counseling, job development, job placement and ninety days of job retention, necessary support assistance to refugee and employer and follow-up services to 60 unemployed refugees here less than five years and eligible recent asylees.

All services will be provided by a linguistically and culturally appropriate staff and will include both younger and older (50+ years old) participants but will focus on breaking down the special barriers to employment held by older refugees and women.

Concurrent with Employment Services will be a twelve week program (four hours per day five days per week) of English Language Training. These classes are student-centered open entry/open exit designed to teach basic literacy, grammar and English vocabulary including employment-related speaking, listening, reading and writing skills.

We will also provide a series of thirteen employment workshops covering Employment Orientation, Benefits of Working, Job Search Forms and Terminology, Filling out Job Applications, Job Market Orientation, Self Analysis and Skill Assessment, How to Understand Want Ads, Job Interviewing Skills, Job Search Sources, including the Internet, Resume Writing, Motivation and Keeping a job, First Days on the Job and Career Exploration and Planning.

Our experienced Employment Counselors, in a team approach with our Job Developer and EST instructor, will develop an individualized employment plan for each refugee and asylee, and will provide one-on-one counseling sessions and other individualized verified job search activities. All these work-related activities will fulfill the mandated 32 hours requirement.

When suitable job opportunities are identified, participants will be coached in interviewing and escorted to the interview. They will receive translation assistance from REAP staff if necessary to assure a smooth transition to the job. After hiring, both the refugee and employer will receive assistance to enable the refugee to succeed on the job. REAP staff will provide 90 days of follow-up services. We will place at least 65 % in full time jobs paying an average of \$10.00 per hour (the S.F. Minimum Compensation Ordinance as of July 1, 2001).

We have over twenty years successful experience providing employment services to refugees and are very familiar with and will continue to adhere to all required processes and procedures.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- |                                     |  |
|-------------------------------------|--|
| <input type="checkbox"/>            | Central Intake Point   |
| <input checked="" type="checkbox"/> | Employment Services  |
| <input type="checkbox"/>            | Vocational Training/Career Advancement                       |
| <input type="checkbox"/>            | Individual Referral/OJT Brokerage Services                   |
| <input checked="" type="checkbox"/> | Older Refugee (50+) Employment Services                      |
| <input type="checkbox"/>            | Older Refugee (50+) Acculturation/Social Adjustment Services |

6. Total number to be enrolled ..... 60 9. Placement Rate  $[(7 \div 6) \times 100] =$  65%

7. Total number to be placed (unsubsid. wages).. 39 10. Average wage at placement \$10.00

8. Total dollars requested ..... \$111,007 11. Estimated number to be served \_\_\_\_\_

Do not budget for Support Services (i.e., child care, transportation). (CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: 18-64 Functional educational level at entry: Wide range from highly educated in own country to not educated at all

Student Performance Level: 0 - 6 Job skills at entry: : Wide range from highly skilled with professional or managerial experience in home country to persons with agrarian skills not suited to American urban jobs

Barriers to employment at entry: Limited English speaking refugees and asylees in US less than five years, no experience working in America, unfamiliar with American workplace culture and mores, not used to looking for jobs, high expectations of first job, high sense of entitlement and sometimes exaggerated sense of own abilities. Others may exhibit the opposite: low self esteem, lack of confidence in skills, fear of the unknown, believe that they are unhireable, believe they need to speak perfect English before they can work. Another barrier is that they lack motivation to work because they may intend to misuse the system. Some participants may have problems such as alcohol abuse or mental health issues impeding their progress to employment

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

Pre-test: CASAS score under 220

Post- test: CASA gain of 5 points over pre-test

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants.

Improvement in basic skills: Increased fluency, improved comfort level in communication, increased ability to express themselves, more confidence, form yes/no and information questions, use proper English verb tenses, use the English article system accurately, know correct English pronouns, read cursive writing

Job skills: successfully complete job applications, W4, proof of eligibility, how to write a resume, complete a mock interview, understand Want-Ad abbreviations, be familiar with employment websites, use the Yellow Pages and public library, follow instructions, use the telephone with proficiency, know the public transportation system, be able to function in an American workplace environment, be able to conduct themselves in a successful job interview leading to hiring and how to conduct an effective job search.

15. Training Occupations

6-digit OES Codes

Occupational Titles

<u>670050</u>	<u>Janitors and Cleaners</u>
<u>630470</u>	<u>Security Guard</u>
<u>650380</u>	<u>Food Preparation Worker</u>
<u>580280</u>	<u>Shipping and Receiving Clerk</u>
<u>560050</u>	<u>Duplicating Machine Operators</u>

**PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES**

SUBCONTRACTOR: Catholic Charities of S.F.

SUBCONTRACT #: \_\_\_\_\_

PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS							
(Enter Number of Participants)							
GENDER	Males	15	COUNTRY OF ORIGIN	Former Soviet Union	50		
	Females	45		Bosnia/Eastern Europe	2		
	Total	60		China/Southeast Asia	3		
				Middle East	1		
AGE	16 - 17	0		Africa	1		
	18 - 21	1		Cuba/Central America	3		
	22 - 44	38		Total	60		
	45 - 54	16					
	55+	5		PUBLIC ASSISTANCE	RCA	27	
	Total	60			TANF	29	
			GA		2		
ENGLISH PROFICIENCY	SPL 0 to 4	57	SSI		0		
	SPL 5+	3	Total cash aid		58		
	Total	60	No cash aid		2		
			Food Stamps	55			

<b>PARTICIPANT ENROLLMENT SCHEDULE</b>							
(Enter Cumulative Number of Participants)							
MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	4	0	0			0	
NOVEMBER	8	0	0			0	
DECEMBER	12	0	0		0	0	
JANUARY	16	3	0		0	0	
FEBRUARY	20	7	0		0	0	
MARCH	24	10	0		3	4	3
APRIL	28	13	0		7	6	4
MAY	32	17	0		9	7	5
JUNE	36	25	0		12	10	7
JULY	46	30	0		16	12	8
AUGUST	52	34	0		23	15	10
SEPTEMBER	60	39	21	32	27	17	11
OCTOBER					32	19	11
NOVEMBER					34	20	11
DECEMBER					35	21	12



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPONENT: Catholic Charities of the Archdiocese of San Francisco

1. Are you incorporated? .....X Yes ☐ No  
If Yes, date incorporated: June 10, 1946
2. Tax Status: ☐ For Profit X Not For-Profit State of Incorporation: California
3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? .....X Yes ☐ No  
If No, have you ever been refused bonding? ..... ☐ Yes ☐ No  
If Yes, please explain: Funding source named as additional insured
4. When was your last audit performed? June 2001 Who performed the audit? Price Waterhouse Cooper  
If you have not been audited during the past two years, please explain: \_\_\_\_\_
5. Do you retain outside accounting services other than a CPA firm? ..... ☐ Yes X No  
If Yes, please name the individual(s) or firm and describe their responsibilities: \_\_\_\_\_
6. List the major sources of your agency funding other than PIC within the past three (3) years:
 

Sources:	Amounts:	Years:
<u>Government Grants, Contributions, Foundations</u>	<u>\$ 21,723,557</u>	<u>00-01</u>
<u>" "</u>	<u>\$ 21,324,116</u>	<u>99-00</u>
<u>" "</u>	<u>\$ 19,799,515</u>	<u>98-99</u>
7. List the three principal officers presently on your governing board:
 

Title:	Name:	Address:
<u>President &amp; Chairman</u>	<u>Archbishop William J. Levada</u>	<u>1 Peter Yorke Way, SF, CA 94109</u>
<u>Vice President</u>	<u>Kristine Silva</u>	<u>2255 Hayes ST., 4<sup>th</sup> Fl., SF, CA 94117</u>
<u>Secretary</u>	<u>Auxiliary Bishop John C. Weaver</u>	<u>1 Peter Yorke Way, SF, CA 94109</u>
8. Number of Directors on governing Board: 23 Number of Board meeting per year: 6  
Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ..... ☐ Yes X No  
If Yes, please explain: \_\_\_\_\_
9. Has your Board specifically agreed to sponsor this proposed program? ..... ☐ Yes X No  
If Yes, please give date of approval: \_\_\_\_\_  
If No, please explain: The next board meeting will occur after the deadline of this proposal
10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? ..... ☐ Yes X No  
If Yes, please attach the most current copy of your CPPVE approval.  
If No, please explain: We do not offer instruction as outlined under CPPVE guidelines
11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ..... ☐ Yes X No  
If Yes, date: \_\_\_\_\_ By whom was the assessment performed? \_\_\_\_\_
12. Was your facility found to be accessible to the:
 

mobile-impaired?.....	<input type="checkbox"/> Yes <input type="checkbox"/> No	HAA to be
hearing-impaired?.....	<input type="checkbox"/> Yes <input type="checkbox"/> No	completed by
visually-impaired?.....	<input type="checkbox"/> Yes <input type="checkbox"/> No	9/01/01
13. Will your proposed program be accessible to the:
 

mobile-impaired?.....	X Yes <input type="checkbox"/> No
hearing-impaired?.....	X Yes <input type="checkbox"/> No
visually-impaired?.....	X Yes <input type="checkbox"/> No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Miguel Garcia-Vidal

Program Director (Typed)

Brian Cahill

Board Chairperson (Typed)

Exec Dir.

Signature

Signature



## SERVICE COMPONENTS PROPOSAL EVALUATION

PROPOSER: CATHOLIC CHARITIES/REFUGEE EMPLOYMENT ASS'T PROG      PROPOSAL NO.: 3

PROGRAM CRITERIA	PTS.
1. Community Involvement, Coordination and Organizational Competence [35 pts.]	
a. Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS? ..... [10 pts.]	9
b. Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. .... [25 pts.]	21
2. Program Design and Feasibility [50 pts.]	
a. Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service? ..... [15 pts.]	13
b. <i>FOR VT/CA COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? ..... [15 pts.]	
<i>FOR ES, IR, OJT COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? .... [15 pts.]	11
<i>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</i> Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? ..... [15 pts.]	
c. Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed? ..... [20 pts.]	16
3. Program Cost and Leveraging [15 pts.]	
Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. .... [15 pts.]	13
<b>TOTAL</b>	<b>83</b>

### COMMENTS AND RECOMMENDATIONS

This proposal is recommended for funding in the amount of \$18,670 in both Scenarios.

This funding will enable Catholic Charities/REAP to provide brokerage services for 10 refugees. REAP proposes to place 80% of the refugees in jobs with an average wage of \$15.00 per hour. REAP is currently operating primarily as an Individual Referral (IR) broker and as of June 30, 2001 has achieved 100% of its enrollment goal, and 0% of its job entry goal. The broker activity is the most expensive, and as such, it should have high placement statistics. Also, clients appropriate for this activity have relatively high English skills. Because REAP has not placed anyone yet this year, and because it has achieved only a 55% placement rate for its FFY 1999 program, REAP's funding recommendation is made on a probationary basis, with the expectation that both FFY 1999 and 2000 programs will show increases by September 30, 2001 in the number of refugees placed in jobs. Staff recommends an increase to at least a 70% placement rate for FFY '99. Since some current FFY '00 program refugees are still in training (6 or 7) and not available yet for placement, Staff recommends the increase in FFY '00 placement performance reflect the placement of 70% of those who have been out of training for three months or more (at the end of September).

REAP has not developed any OJTs this year, and had only a few in previous years. It has scant

experience developing OJT jobs and brokering OJT contracts. Because of this, Staff recommends that the focus of REAP's program should be developing IR contracts (but not to the exclusion of OJT).

The proposal addressed all areas of the RFP, but the budget includes only one staff person at 40% time. In light of its low placement rates currently, Staff feels the agency may be understaffing the program. The proposal budget does not include any other leveraged funds. The proposed cost per person is \$1,867 and the cost per placement is \$2,333, which are slightly lower than the other broker proposal submitted.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.



PROGRAM SUMMARY

1. Proponent: Catholic Charities of the Archdiocese of SF Prop. # 03  
Address: 240 Golden Gate Avenue, Suite 100 Date: \_\_\_\_\_  
San Francisco, Ca ZIP Code: 94102
2. Director: Miguel Garcia-Vidal Phone #: 415-345-1290
3. Total Amount Being Requested ..... \$28,000
4. Proposed # of Unsubsidized Placements: ..... 12

Please summarize the overall design and intent of the program in the space provided below.

Catholic Charities' Refugee Employment Assistance Program (REAP) proposes to provide Individual Referral (IR)/On-the-Job Training (OJT) services to 15 eligible refugees and/or asylees, both unemployed or already employed in low paying jobs which do not permit them to be self-sufficient.

The IR/OJT broker arranges for training for refugees other than that provided by existing refugee program (IR) and develops a specialized training for specific jobs in companies which then commit to hire the refugee after completion of the training period (OJT). The company is reimbursed for up to 50% of the refugee's salary to compensate for the costs of training the participant to an acceptable skill level during the limited training period.

The REAP broker will develop appropriate individual training programs with various institutions and OJT positions with various companies and will broker, negotiate and prepare contracts for PIC approval and processing. Invoices for payment are sent to the broker who checks them and sends them onto the PIC. All textbooks and other supplies, as well as tuition and OJT costs, are paid by PIC.

Training will be selected for fields in which there is a demonstrated market demand according to the Labor Market Information Division (LMID) and a known career path.

REAP, together with the selected training institution, will provide individualized assessment, employment orientation, case management during and after the training period, supervised job search and job readiness activities, individual employment and career counseling, job development, job placement, ninety days of job retention and other necessary support assistance.

Job readiness activities include thirteen one-on-one or small group employment workshops covering employment orientation, job search forms and terminology, legal issues in the workplace, filling out job applications, job market orientation, job search sources (Want Ads, Internet, networking, the hidden job market), job interviewing skills, resume writing, first days on the job, cultural differences impacting the workplace, keeping a job, and other topics to be customized to trainees' particular needs.

For those who need it, a VESL component will be provided by linking participants with our volunteer ESL conversation partners, or urging that they enroll in free ESL classes at City College, neighborhood community centers (such as the Richmond Village Beacon) and other places.

We will enroll 15 refugees and/or asylees and place a minimum of 80% (12) of them in full-time, permanent employment, paying at least \$15.00 per hour.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- ☐ Central Intake Point  
☐ Employment Services  
☐ Vocational Training/Career Advancement  
☒ Individual Referral/OJT Brokerage Services  
☐ Older Refugee (50+) Employment Services  
☐ Older Refugee (50+) Acculturation/Social Adjustment Services

6. Total number to be enrolled ..... 15 9. Placement Rate  $[(7 + 6) \times 100] =$  80%

7. Total number to be placed (unsubsid. wages).. 12 10. Average wage at placement \$15.00

8. Total dollars requested ..... \$28,000 11. Estimated number to be served \_\_\_\_\_

Do not budget for Support Services (i.e., child care, transportation).

( CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: 18-50 Functional educational level at entry: Wide range from highly educated in own country to at least high school in own country

Student Performance Level: minimum of 5 Job skills at entry: : Wide range from highly skilled with professional or managerial experience in home country to persons with non-professional backgrounds

Barriers to employment at entry: Limited English speaking refugees and asylees, no experience working in America, however, may be employed but at a low level job that doesn't permit self-sufficiency, lack of specific skills that would enable refugees to obtain well-paying jobs

Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

Pre: Each client comes from CIP or DHS & has been assessed (TVA, BEST), IR broker assesses and also training institution and potential OJT employer does their own evaluation before acceptance

Post: successful completion of IR or OJT training, IR completion certificate, or OJT employer hires the trainee

13. Exit Achievement Levels: Describe the skills to be achieved by the program participants.

Improvement in basic skills. Attainment of job search skills, development of an effective resume, firm understanding of American workplace culture, improved communication skills and what it takes to become a valued employee

Job skills: successful completion of specific IR training which varies depending on courses studied, OJT training also varies depending on which job position is trained for

15. Training Occupations

6-digit OES Codes

Occupational Titles

<u>553380</u>	<u>Bookkeeping, Accounting, &amp; auditing clerks</u>
<u>2245140</u>	<u>Drafters</u>
<u>660050</u>	<u>Medical assistants</u>
<u>55341</u>	<u>Payroll and timekeeping clerks</u>
<u>660171</u>	<u>Physical Therapy Assistants</u>

**PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES**

SUBCONTRACTOR: Catholic Charities of S.F.

SUBCONTRACT #: \_\_\_\_\_

PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS					
(Enter Number of Participants)					
GENDER	Males	7	COUNTRY OF ORIGIN	Former Soviet Union	9
	Females	8		Bosnia/Eastern Europe	2
	Total	15		China/Southeast Asia	1
		Middle East		1	
AGE	16 - 17	0		Africa	1
	18 - 21	0		Cuba/Central America	1
	22 - 44	13		Total	15
	45 - 54	2			
	55+	0	PUBLIC ASSISTANCE	RCA	10
	Total	15		TANF	4
		GA		1	
ENGLISH PROFICIENCY	SPL 0 to 4	2		SSI	0
	SPL 5+	13		Total cash aid	15
	Total	15		No cash aid	0
			Food Stamps	14	

<b>PARTICIPANT ENROLLMENT SCHEDULE</b>							
(Enter Cumulative Number of Participants)							
MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	2	0	0			0	0
NOVEMBER	3	0	0			0	0
DECEMBER	5	0	0		0	0	0
JANUARY	7	0	0		0	0	0
FEBRUARY	9	0	0		0	0	0
MARCH	11	0	0		0	0	0
APRIL	13	2	0		0	0	0
MAY	15	4	0		0	0	0
JUNE	15	6	0		0	0	0
JULY	15	8	0		2	2	0
AUGUST	15	10	0		4	2	4
SEPTEMBER	15	12	3		6	2	4
OCTOBER					8	3	5
NOVEMBER					10	3	7
DECEMBER					12	4	8



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPONENT: Catholic Charities of the Archdiocese of San Francisco

1. Are you incorporated? ..... ☒ Yes ☐ No  
If Yes, date incorporated: June 10, 1946

2. Tax Status: ☐ For Profit ☒ Not For-Profit State of Incorporation: California

3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? ..... ☒ Yes ☐ No  
If No, have you ever been refused bonding? ..... ☐ Yes ☐ No  
If Yes, please explain: Funding source named as additional insured

4. When was your last audit performed? June 2001 Who performed the audit? Price Waterhouse Cooper  
If you have not been audited during the past two years, please explain: \_\_\_\_\_

5. Do you retain outside accounting services other than a CPA firm? ..... ☐ Yes ☒ No  
If Yes, please name the individual(s) or firm and describe their responsibilities: \_\_\_\_\_

6. List the major sources of your agency funding other than PIC within the past three (3) years:

Sources:	Amounts:	Years:
<u>Government Grants, Contributions, Foundations</u>	<u>\$ 21,723,557</u>	<u>00-01</u>
<u>" "</u>	<u>\$ 21,324,116</u>	<u>99-00</u>
<u>" "</u>	<u>\$ 19,799,515</u>	<u>98-99</u>

7. List the three principal officers presently on your governing board:

Title:	Name:	Address:
<u>President &amp; Chairman</u>	<u>Archbishop William J. Levada</u>	<u>1 Peter Yorke Way, SF, CA 94109</u>
<u>Vice President</u>	<u>Kristine Silva</u>	<u>2255 Hayes ST., 4<sup>th</sup> Fl., SF, CA 94117</u>
<u>Secretary</u>	<u>Auxiliary Bishop John C. Weaver</u>	<u>1 Peter Yorke Way, SF, CA 94109</u>

8. Number of Directors on governing Board: 23 Number of Board meeting per year: 6  
Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ..... ☐ Yes ☒ No  
If Yes, please explain: \_\_\_\_\_

9. Has your Board specifically agreed to sponsor this proposed program? ..... ☐ Yes ☒ No  
If Yes, please give date of approval: \_\_\_\_\_  
If No, please explain: The next board meeting will occur after the deadline of this proposal

10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? ..... ☐ Yes ☒ No  
If Yes, please attach the most current copy of your CPPVE approval.  
If No, please explain: We do not offer instruction as outlined under CPPVE guidelines

11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ☐ Yes ☒ No  
If Yes, date: \_\_\_\_\_ By whom was the assessment performed? \_\_\_\_\_

12. Was your facility found to be accessible to the:  
mobile-impaired? ..... ☐ Yes ☐ No HAA to be  
hearing-impaired? ..... ☐ Yes ☐ No completed by  
visually-impaired? ..... ☐ Yes ☐ No 9/01/01  
If No to any of the above, do you plan to make the needed modifications? ..... ☒ Yes ☐ No

13. Will your proposed program be accessible to the:  
mobile-impaired? ..... ☒ Yes ☐ No  
hearing-impaired? ..... ☒ Yes ☐ No  
visually-impaired? ..... ☒ Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Miguel Garcia-Vida

Program Director (Typed)

Brian Cahill

Board Chairperson (Typed)

Exec Dir.

Signature

Signature

THEORY OF THE EARTH

CHAPTER I. OF THE ORIGIN OF THE EARTH.

§ 1. The origin of the earth is a subject of great importance, and one which has attracted the attention of philosophers and naturalists from the earliest ages.

It is a subject which has been treated in many different ways, and which has given rise to many different theories.

The most ancient theory is that of the spontaneous generation of life from inorganic matter.

This theory is now generally abandoned, and is considered to be a mere hypothesis.

The next theory is that of the creation of life by a divine power.

This theory is still maintained by many people, and is supported by many arguments.

The third theory is that of the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The fourth theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The fifth theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The sixth theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The seventh theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The eighth theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The ninth theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The tenth theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The eleventh theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The twelfth theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The thirteenth theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

The fourteenth theory is that of the creation of life by a divine power, and the evolution of life from a common ancestor.

This theory is now generally accepted, and is supported by many arguments.

## SERVICE COMPONENTS PROPOSAL EVALUATION

PROPOSER: JEWISH FAMILY & CHILDREN'S SERVICES

PROPOSAL NO.: 4

### PROGRAM CRITERIA

PTS.

1.	Community Involvement, Coordination and Organizational Competence [35 pts.]	
a.	Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS? .....[10 pts.]	9
b.	Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. ....[25 pts.]	21
2.	Program Design and Feasibility [50 pts.]	
a.	Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service? .....[15 pts.]	11
b.	<i>FOR VT/CA COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? .....[15 pts.]	
	<i>FOR ES, IR, OJT COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? ....[15 pts.]	
	<i>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</i> Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? [15 pts.]	14
c.	Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed? .....[20 pts.]	15
3.	Program Cost and Leveraging [15 pts.]	
	Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. ....[15 pts.]	14
<b>TOTAL</b>		<b>84</b>

### COMMENTS AND RECOMMENDATIONS

This proposal is recommended for funding in the amount of \$15,885 in Scenario #2.

Jewish Family & Children's Services (JFCS) proposes a three-tiered approach to providing acculturation and social adjustment services to older refugees. The three components of its proposed program include:

- Expanded and enhanced volunteer services
- Legal rights and referral
- A quick response information & referral system

It appears that JFCS proposes to serve only its own resettlement clients; not the older refugee population at large. While staff are cognizant of the fact that 65% - 70% of San Francisco's refugee arrivals are from the former Soviet Union, not all refugees (Russian or otherwise) are JFCS resettlement clients.

As an agency, JFCS is well respected locally, and also by State and Federal refugee program agencies. It has not, however, operated a PIC-funded acculturation/social adjustment services program. It is not clear from the proposal that JFCS is aware of the PIC A/SAS procedures and paperwork. All refugees served with these funds must be enrolled in the PIC Management Information System. JFCS currently provides some acculturation and social adjustment services to its clients through its resettlement program (not funded through PIC).

The proposal contained a very detailed discussion on the usage of volunteers, and if funded, Staff would recommend the limited funds be directed to this component of the proposed program for direct services to refugees.

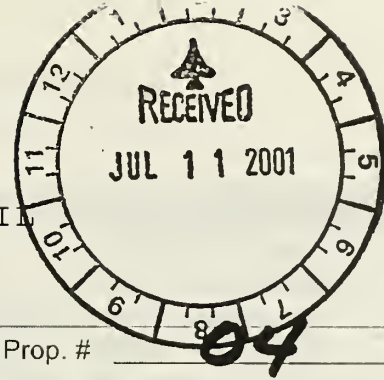
The proposal includes \$18,151 in other leveraged funds, which represents 18% of the refugee funds requested. The proposed cost per refugee served is \$165, which is the lowest per person cost of the two proposals submitted for A/SAS.

JFCS is currently funded with \$104,233 of Elderly Discretionary Grant funds through the PIC to provide a variety of services to refugees 60 years of age and above.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

PROGRAM SUMMARY



1. Proponent: Jewish Family and Children's Services  
Address: 2534 Judah Street  
San Francisco, CA  
2. Director: Dr. Anita Friedman
- Prop. # 04  
Date: \_\_\_\_\_  
ZIP Code: 94122  
Phone #: 415/449-1200
3. Total Amount Being Requested ..... \$98,952
4. Proposed # of Unsubsidized Placements: ..... n/a

Please summarize the overall design and intent of the program in the space provided below.

The proposed **Refugee Empowerment Program** will provide "Acculturation and Social Adjustment Services" to **600** unduplicated Russian-speaking refugees aged 50 and above. The intent is to assist these older refugees to understand and effectively utilize and interact with the following basic systems involved in daily living: public assistance, housing, health, education, human relations (personal and professional interactions), and the legal system. Building upon the comprehensive case management and support services that we already provide to Russian-speaking refugees, JFCS will use grant funding to implement three innovative program activities: 1) expanded and enhanced volunteer services, 2) legal rights information and referral, and 3) a quick-response information and referral system.

**Volunteer Services:** As One-to-One mentors, English language instructors, and citizenship preparation teachers, volunteers will help **120** older refugees increase their understanding of American culture and basic systems of daily living, improve their English language ability, and gain confidence in interactions with their neighbors, public officials, and potential employers and co-workers. Refugees who are enrolled in 6-week citizenship classes will demonstrate increased knowledge of civics and American history in pre- and post-class exams, and over 95% of citizenship applicants who receive assistance from JFCS will become U.S. citizens. JFCS will implement an innovative training program for volunteers, incorporating cultural orientation, development of cross-cultural communication skills, assistance with curriculum development, and familiarization with basic systems with which émigrés may interact.

**Legal Rights Information and Referral:** JFCS will provide legal information and referral to approximately **400** older, Russian-speaking refugees. During orientation programs for new-arrivals, as well as group meetings for Green Card Processing, Citizenship Group Processing, and Family Reunification, our experienced legal team will provide basic legal information and a framework for helping refugees understand their legal rights and how to access legal services, if necessary. We will also translate and distribute Russian-language legal education pamphlets and a legal services resource list. In addition, we will provide legal assistance and referral through telephone consultations, as appropriate.

**Quick Response Information and Referral:** Our reception and intake staff receive approximately **40** telephone and walk-in inquiries each day. In order to provide refugees with the most up-to-date, timely and thorough information about resources available in our community, we will provide systems training to our staff and develop a resource reference manual. Also, we will design and translate a Russian-language quick reference card and distribute it to approximately **500** Russian-speaking refugees, of whom about 40% will be aged 50 and above.

The impact of the Refugee Empowerment Program will be multiplied by the many wrap-around services, funded by other sources, that JFCS offers for Russian-speaking refugees, such as: comprehensive case management, mental health services, financial assistance, low-cost legal services, youth development programs, senior center activities, and a fully-licensed, bilingual Adult Day Health Care program.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- ☐ Central Intake Point  
☐ Employment Services  
☐ Vocational Training/Career Advancement  
☐ Individual Referral/OJT Brokerage Services  
☐ Older Refugee (50+) Employment Services  
☒ Older Refugee (50+) Acculturation/Social Adjustment Services

6. Total number to be enrolled ..... 600 9. Placement Rate  $[(7 \div 6) \times 100] =$  n/a

7. Total number to be placed (unsubsid. wages)... n/a 10. Average wage at placement n/a

8. Total dollars requested ..... \$98,952 11. Estimated number to be served n/a

Do not budget for Support Services (i.e., child care, transportation). (CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: 50+ Functional educational level at entry: No minimum requirement.

Student Performance Level: n/a Job skills at entry: No minimum requirement.

Barriers to employment at entry: May include one or more of the following: Limited English language ability, lack of knowledge or understanding about the basic systems of daily living, inability to advocate for oneself, lack of transferable job skills, lack of work experience in the U.S. and/or understanding of American workplace culture, individual and/or family adjustment problems.

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

Students in 6-week citizenship classes will take a U.S. History and Civics test at the start and finish of the class. The results of refugees' citizenship exam and interview will also be recorded.

A post-orientation questionnaire will be given to newly-arrived refugees to assess the extent to which they have increased their knowledge of support resources and how to access them.

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants.

Improvement in basic skills: Program participants will improve their ability to understand and effectively utilize the basic systems involved in daily life in this country. They will improve their English skills, become more familiar with and comfortable interacting in American culture, and increase their understanding of support services, including legal resources, available and how to access them. These direct benefits, experienced by the older adults enrolled in the program, will also have a positive impact on their families, as many people in this age group are responsible for caring for aging parents and/or grandchildren.

Job skills: All of the basic skills described above are essential to making the transition to employment. In addition, volunteers will work with refugees specifically to increase their understanding of American workplace culture and expectations and will help them prepare for job interviews.

15. Training Occupations

6-digit OES Codes

Occupational Titles

n/a

**PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES**

SUBCONTRACTOR: Jewish Family & Children's Services

SUBCONTRACT #: \_\_\_\_\_

**PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS**

(Enter Number of Participants)

<b>GENDER</b>	Males	250	<b>COUNTRY OF ORIGIN</b>	Former Soviet Union	600
	Females	350		Bosnia/Eastern Europe	
	<b>Total</b>	600		China/Southeast Asia	
<b>AGE</b>	16 - 17			Middle East	
	18 - 21			Africa	
	22 - 44			Cuba/Central America	
	45 - 54			<b>Total</b>	600
	55+	600	<b>PUBLIC ASSISTANCE</b>	RCA	
	<b>Total</b>	600		TANF	
<b>ENGLISH PROFICIENCY</b>	SPL 0 to 4	500		GA	240
	SPL 5+	100		SSI	160
	<b>Total</b>	600		<b>Total cash aid</b>	400
				No cash aid	200
				Food Stamps	240

**PARTICIPANT ENROLLMENT SCHEDULE**

(Enter Cumulative Number of Participants)

MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	50	n/a	n/a				
NOVEMBER	100						
DECEMBER	150						
JANUARY	200						
FEBRUARY	250						
MARCH	300						
APRIL	350						
MAY	400						
JUNE	450						
JULY	500						
AUGUST	550						
SEPTEMBER	600						
OCTOBER							
NOVEMBER							
DECEMBER							



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPONENT: Jewish Family and Children's Services

1. Are you incorporated? .....X Yes ☐ No

If Yes, date incorporated: 11/1/77

2. Tax Status: ☐ For Profit X Not For-Profit State of Incorporation: California

3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? .....X Yes ☐ No

If No, have you ever been refused bonding? .....☐ Yes X No

If Yes, please explain: \_\_\_\_\_

4. When was your last audit performed? 11/2/2000 Who performed the audit? Good & Fowler, LLP

If you have not been audited during the past two years, please explain: \_\_\_\_\_

5. Do you retain outside accounting services other than a CPA firm? .....☐ Yes X No

If Yes, please name the individual(s) or firm and describe their responsibilities: \_\_\_\_\_

6. List the major sources of your agency funding other than PIC within the past three (3) years:

Sources:	Amounts:	Years:
<u>Client fees</u>	<u>\$7,958,296</u>	<u>1999-2000</u>
<u>Individual Contributions</u>	<u>\$2,446,198</u>	<u>1999-2000</u>
<u>Utility Workshop Revenue</u>	<u>\$1,712,338</u>	<u>1999-2000</u>

7. List the three principal officers presently on your governing board:

Title:	Name:	Address:
<u>President</u>	<u>Mr. Norman Olson</u>	<u>1327 N. Carolan, Burlingame, CA 94010</u>
<u>Vice President</u>	<u>Dr. Linda Gallanter</u>	<u>525 El Camino del Mar, San Francisco, CA 94121</u>
<u>Treasurer</u>	<u>Ms. Daryl Messinger</u>	<u>1410 Arcadia Place, Palo Alto, CA 94303</u>

8. Number of Directors on governing Board: 30 Number of Board meeting per year: 9

Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? .....☐ Yes X No

If Yes, please explain: \_\_\_\_\_

9. Has your Board specifically agreed to sponsor this proposed program? .....☐ Yes X No

If Yes, please give date of approval: \_\_\_\_\_

If No, please explain: The Board is in recess for the summer. The Board President approved the proposed program. Full Board approval is expected at September 2001 Board meeting.

10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? N/A .....☐ Yes ☐ No

If Yes, please attach the most current copy of your CPPVE approval.

If No, please explain: \_\_\_\_\_

11. Has a "Handicapped Accessibility Assessment" been performed at your facility? .....X Yes ☐ No

If Yes, date: 1999 By whom was the assessment performed? S.F. Building Department

12. Was your facility found to be accessible to the: 13. Will your proposed program be accessible to the:

mobile-impaired?.....X Yes <input type="checkbox"/> No	mobile-impaired?.....X Yes <input type="checkbox"/> No
hearing-impaired?.....X Yes <input type="checkbox"/> No	hearing-impaired?.....X Yes <input type="checkbox"/> No
visually-impaired?..... <input type="checkbox"/> Yes X No	visually-impaired?..... <input type="checkbox"/> Yes X No

If No to any of the above, do you plan to make the needed modifications?.....X Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Gayle Zahler  
Program Director (Typed)

Gayle Zahler  
Signature

Norman Olson  
Board Chairperson (Typed)

Norman Olson  
Signature



# **CENTRAL INTAKE POINT PROPOSAL EVALUATION**

**PROPOSER: INTERNATIONAL RESCUE COMMITTEE**

**PROPOSAL NO.: 5**

**PROGRAM CRITERIA**

**PTS.**

<b>1. Community Involvement, Coordination and Organizational Competence [35 pts.]</b>	
a. Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS?.....[10 pts.]	10
b. Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. ....[25 pts.]	24
<b>2. Program Design and Feasibility [50 pts.]</b>	
a. Design and Feasibility: Does the proposal describe all required component activities? Are the proposed program strategies feasible given the available resources.....[20 pts.]	19
b. Support Services Systems: Does the proposed program design describe the procedures for support services systems, including the systems for tracking participation of refugees receiving services? [15 pts.]	14
c. Equitable Referral: Does the proposal describe how referrals will be made to the refugee training subcontractors on an equitable basis?.....[10 pts.]	10
d. Other Information: Does the proposal describe the coordination and linkages with DHS in referring mandatory refugees for conciliation and/or sanctioning? Does the proposal include other linkages that will be used in the delivery of the CIP services? .....[5 pts.]	5
<b>3. Program Cost and Leveraging [15]</b>	
Is the proposed dollar amount reasonable in terms of the proposed outcome(s) and available resources? What is the extent to which other funds are leveraged to support the program?.....[15 pts.]	13
<b>TOTAL</b>	
<b>95</b>	

**COMMENTS AND RECOMMENDATIONS**

This proposal is recommended for funding in the amount of \$85,862 in both Scenarios.

The International Rescue Committee (IRC) submitted an excellent proposal – the only proposal submitted for the Central Intake Point (CIP). The IRC proposes to provide recruitment (especially for asylees), intake, assessment, and referral services for refugees who have been in the country 60 months or less. Employment Development Plans (EDP) and Family Self-Sufficiency Plans (FSSP) will be prepared for participants. IRC will work with the Department of Human Services (DHS) in the referral of public assistance recipients to refugee services.

The proposal included additional new activities such as regular recruitment and orientation sessions for asylees and victims of trafficking. The IRC intends to outstation a CIP staff member twice a month to distribute bilingual flyers at the Immigration & Naturalization Service's (INS) Asylum Office in downtown San Francisco. IRC also plans to offer orientations customized for asylees and trafficking victims.

IRC, as the CIP, will determine the need for supportive services for clients other than those in CalWORKs or PAES, and will make referrals for childcare if needed. The proposal also included resources for personal counseling referral to be utilized when necessary.

The IRC has administered the CIP under the PIC since 1988 and its past performance has been excellent.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and the role of the accounting department in ensuring the integrity of the financial statements.

2. It also highlights the need for regular audits and the importance of having a strong internal control system in place to prevent fraud and errors.

3. The second part of the document provides a detailed overview of the company's financial performance over the past year, including a breakdown of revenue, expenses, and profit.

4. It also includes a comparison of the company's performance to industry benchmarks and a discussion of the factors that have contributed to its success or challenges.

5. The third part of the document outlines the company's financial goals for the upcoming year and the strategies that will be implemented to achieve them.

6. It also includes a discussion of the risks associated with these goals and the measures that will be taken to mitigate them.

7. The fourth part of the document provides a summary of the key findings of the audit and the recommendations for improvement.

8. It also includes a discussion of the steps that will be taken to implement these recommendations and the timeline for completion.

9. The fifth part of the document provides a final summary of the company's financial performance and a statement of the accounting department's commitment to accuracy and integrity.

10. It also includes a discussion of the company's overall financial health and the outlook for the future.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

PROGRAM SUMMARY

1. Proponent: International Rescue Committee Prop. # 05  
Address: 1370 Mission St. 4th Fl. Date: JUL 11 2001  
San Francisco, CA ZIP Code: 94103  
2. Director: Don Climent Phone #: (415) -863-3777  
3. Total Amount Being Requested..... \$ 118,756  
4. Proposed # of Unsubsidized Placements:..... N/A

Please summarize the overall design and intent of the program in the space provided below.

IRC - Central Intake Point

1. The goals and objectives of the IRC-CIP are to provide intake, assessment, and referral services to refugees, asylees and victims of trafficking according to Federal and State regulations and in accordance with the S.F. County Plan for Refugees. Quantitatively these goals are as follows: assessment for approximately 475 clients and 375 referrals including approx. 100 mandatory RCA clients, 75 TANF and 50 GA clients and 150 asylees and victims of trafficking. Additionally, the IRC/CIP expects to provide eligibility and certifications for approximately 400 refugees who participate in Acculturation/Social Adjustment services. IRC-CIP will also provide eligibility assessment for Transportation, Work-Related Expenses, and Child Care Supportive Services payments, will make payments for WRE, will handle Transportation in coordination with the PIC, and will refer clients eligible for Child Care Services to either the Child Care Agency designated by the PIC, or to DHS for child care available through public sources.

2. Organized and regular recruitment activities and orientation sessions for asylees and victims of trafficking.

3. Assessment services include the following methodologies: a) receipt of all mandatory cases from DHS and from other sources; b) certification to DHS of client registration; c) preparation of RS-1 Service Application; d) Employability assessment plan (EDP) that relates to the whole family (FSS Plan) or an Individual Responsibility Plan (IRP) for CalWORKs recipients; e) eligibility determination; f) delivery of supportive services; g) administration of the BEST Test; h) explanation to clients of their rights and responsibilities under the Mandatory Work Registration and Sanctioning System; i) explanation of providers' attendance policies; j) advising clients of health services available to them at S.F.G.H.; k) maintenance of all records including a chronological log of contacts with clients, and l) acceptance of an EDP from Volags when warranted.

4. Referral services include the following methodologies: a) execution of the RS-3A referral to service providers; b) monitoring to ensure that clients report within 7 working days; c) reporting to DHS on the enrollment of mandatory RCA clients within 30 days of receipt of aid; d) monitoring and reporting to DHS and to PIC of client information and changes in status resulting from employment and/or sanction, or termination from service for 90 days for VTR/ES participants in the event of their non-cooperation; e) receipt of notification of non-compliance and reporting to DHS of incidents with accompanying documentation; f) cooperation with DHS in development of conciliation plans; g) receipt of plans (RS-44) from DHS and notification to provider of plans; h) participation in Fair Hearings as requested by CWD and i) maintenance of all files and records.

5. Adherence to an Equitable Referral Plan, establishing and monitoring of MOU's and use of a CIP staff that is culturally appropriate and fluent in all languages of the refugees.

6. The IRC-CIP will be in compliance with all requirements of the Mandatory Work Registration and Sanctioning System and will comply with all reporting requirements established by the State of California and the PIC.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- ☒ Central Intake Point  
☐ Employment Services  
☐ Vocational Training/Career Advancement  
☐ Individual Referral/OJT Brokerage Services  
☐ Older Refugee (50+) Employment Services  
☐ Older Refugee (50+) Acculturation/Social Adjustment Services

6. Total number to be enrolled ..... N/A 9. Placement Rate  $[(7 + 6) \times 100] =$  N/A

7. Total number to be placed (unsubsid. wages)... N/A 10. Average wage at placement N/A

8. Total dollars requested ..... \$118,756 11. Estimated number to be served 875

Do not budget for Support Services (i.e., child care, transportation). (CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program. N/A

Age: \_\_\_\_\_ Functional educational level at entry: \_\_\_\_\_

Student Performance Level: \_\_\_\_\_ Job skills at entry: \_\_\_\_\_

Barriers to employment at entry: \_\_\_\_\_

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement. N/A

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants. N/A

Improvement in basic skills: \_\_\_\_\_

Job skills: \_\_\_\_\_

15. Training Occupations N/A  
6-digit OES Codes

Occupational Titles

# INITIAL DETERMINATION OF RESPONSIBILITY

PROPOSER: International Rescue Committee, Inc.

1. Are you incorporated? ☒ Yes ☐ No  
If Yes, date incorporated: March 23, 1942
2. Tax Status: ☐ For Profit ☒ Not For-Profit State of Incorporation: \_\_\_\_\_
3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? ☒ Yes ☐ No  
If No, have you ever been refused bonding? ☐ Yes ☐ No  
If Yes, please explain: \_\_\_\_\_
4. When was your last audit performed? 2000 Who performed the audit? KPMG, LLP  
If you have not been audited during the past two years, please explain: \_\_\_\_\_
5. Do you retain outside accounting services other than a CPA firm? ☐ Yes ☒ No  
If Yes, please name the individual(s) or firm and describe their responsibilities: \_\_\_\_\_
6. List the major sources of your agency funding other than PIC within the past three (3) years:
 

Sources:	Amounts:	Years:
<u>United Nations Agencies</u>	<u>\$ 95,865,000</u>	<u>98/99/00</u>
<u>Private Contributions</u>	<u>\$ 68,707,000</u>	<u>98/99/00</u>
<u>U.S. Department of State</u>	<u>\$ 22,200,000</u>	<u>98/99/00</u>
7. List the three principal officers presently on your governing board:
 

Title:	Name:	Address:
<u>Co-Chairman, BOD</u>	<u>Winston Lord</u>	<u>c/o IRC 122 E. 42 St, NYC, NY</u>
<u>Co-Chairman, BOD</u>	<u>James C. Stricklirt, MD</u>	<u>" " " " " " " "</u>
<u>Treasurer</u>	<u>Alan Batkin</u>	<u>" " " " " " " "</u>
8. Number of Directors on governing Board: 87 Number of Board meeting per year: 3 times per year  
Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ☐ Yes ☒ No  
If Yes, please explain: \_\_\_\_\_
9. Has your Board specifically agreed to sponsor this proposed program? ☐ Yes ☒ No  
If Yes, please give date of approval: \_\_\_\_\_  
If No, please explain: Regional Directors have authority to apply for local grants
10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? N/A ☐ Yes ☐ No  
If Yes, please attach the most current copy of your CPPVE approval.  
If No, please explain: \_\_\_\_\_
11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ☒ Yes ☐ No  
If Yes, date: April, 1992 By whom was the assessment performed? 504 ADA Self-Evaluation
12. Was your facility found to be accessible to the:
 

mobile-impaired? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	13. Will your proposed program be accessible to the:
hearing-impaired? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	mobile-impaired? <input type="checkbox"/> Yes <input type="checkbox"/> No
visually-impaired? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	hearing-impaired? <input type="checkbox"/> Yes <input type="checkbox"/> No
	visually-impaired? <input type="checkbox"/> Yes <input type="checkbox"/> No
- If No to any of the above, do you plan to make the needed modifications? ☐ Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Donald, G. Climent, Regional Director

Program Director (Typed)

Donald G. Climent  
Signature

Board Chairperson (Typed)

Signature



## SERVICE COMPONENTS PROPOSAL EVALUATION

PROPONENT: JEWISH VOCATIONAL SERVICE

PROPOSAL NO.: 6

### PROGRAM CRITERIA

PTS.

1. Community Involvement, Coordination and Organizational Competence [35 pts.]	
a. Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS? ..... [10 pts.]	9
b. Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. .... [25 pts.]	23
2. Program Design and Feasibility [50 pts.]	
a. Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service? ..... [15 pts.]	13
b. <i>FOR VT/CA COMPONENTS ONLY</i>	
Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? ..... [15 pts.]	14
<i>FOR ES, IR, OJT COMPONENTS ONLY</i>	
Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? .... [15 pts.]	
<i>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</i>	
Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? ..... [15 pts.]	
c. Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed? ..... [20 pts.]	17
3. Program Cost and Leveraging [15 pts.]	
Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. .... [15 pts.]	14
<b>TOTAL</b>	<b>90</b>

### COMMENTS AND RECOMMENDATIONS

This proposal is recommended for funding in the amount of \$66,120 in both Scenarios #1 & #2.

This funding will enable Jewish Vocational Service (JVS) to operate an Office Technology & Communication vocational training/Career Advancement program for fifteen (15) refugees.

JVS proposes to place 80% of the refugees in jobs with an average wage of \$10.00 per hour. This agency is currently operating a refugee VT/OTC program and has been fairly successful, however, in none of the three years of its operating this program has it achieved its enrollment goal of 30.

The proposal was very well written and addressed all areas of the RFP. It includes \$31,906 in other leveraged funds (24% of funds requested). Its proposed cost per person is \$4,408, and cost per placement is \$5,511, which are slightly higher than the lowest VT/CA costs proposed.





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

PROGRAM SUMMARY



1. Proponent: Jewish Vocational Service Prop. # \_\_\_\_\_  
Address: 77 Geary St., Suite 401 Date: \_\_\_\_\_  
San Francisco, CA ZIP Code: 94108
2. Director: Abby Snay Phone #: (415) 391-3600
3. Total Amount Being Requested ..... \$132,254
4. Proposed # of Unsubsidized Placements: ..... 24

Please summarize the overall design and intent of the program in the space provided below.

**JVS Office Technology and Communications Program**

JVS proposes an Office Technology and Communications (OTC) Program for newly arrived refugees and refugees who have been in the US for less than five years. JVS will provide OTC training to 30 participants.

The OTC program responds to the most critical employment needs of refugees: updated job-related skills; orientation to the US workplace; job market and job search process; and English training. By offering training in high-demand occupations, JVS believes that we can attract a broad range of qualified participants and provide training that is appropriate to each individual's needs, background, qualifications and employment goals.

The OTC program was developed in response to employer demand for administrative and clerical staff trained in the most recent Office software applications, with strong customer service and communication skills. The 540 hour course teaches hard skills such as 10-key training, word processing (MS Word 2000), spreadsheet use (MS Excel 2000) basic database software (MS Access 2000), Internet use and e-mail communication (MS Outlook) and PowerPoint and Internet Explorer. Students will also study English, with an emphasis on office communication and clerical vocabulary, as well as telephone and customer service skills, business writing and communications, job search and retention skills. Soft skills such as critical thinking, problem solving and cross-cultural communication are integrated into the VESL curriculum.

For four weeks, participants will work at clerical internships every afternoon for four hours. The internships provide direct exposure to the workplace, application of skills learned in the classroom, practice with English speaking and listening, experience to enhance the participants' resumes and a local reference for future job search.

JVS will provide individualized and group job placement assistance for 90 days from job developers with expertise and employer relationships in each occupational field. Additional placement services will be provided to all participants working fewer than 35 hours/week until they achieve full-time employment.

JVS will place a minimum of 24 participants (80% placement rate). The minimum target wage for placements is \$10.00/hour.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- ☐ Central Intake Point  
☐ Employment Services  
☒ Vocational Training/Career Advancement  
☐ Individual Referral/OJT Brokerage Services  
☐ Older Refugee (50+) Employment Services  
☐ Older Refugee (50+) Acculturation/Social Adjustment Services

6. Total number to be enrolled ..... 30 9. Placement Rate  $[(7 \div 6) \times 100] =$  80%

7. Total number to be placed (unsubsid. wages)... 24 10. Average wage at placement \$10/hr.

8. Total dollars requested ..... 132,254 11. Estimated number to be served \_\_\_\_\_

Do **not** budget for Support Services (i.e., child care, transportation). (CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: 18 Functional educational level at entry: High School, GED or equivalent

Student Performance Level: 3 Job skills at entry: Not applicable

Barriers to employment at entry: Lack of English language communication skills, lack of job search skills, Lack of familiarity with the American job market

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

Pre- and post- ESL test (CASAS test)

Pre- and post-computer and typing tests (customized JVS testing tool)

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants.

Improvement in basic skills: Average ESL increase of 1; passing scores on exit exams

Job skills: Development of effective employment portfolio; ability to complete a job application; demonstrated Interviewing skills. Demonstrated competence through class projects and internships.

15. Training Occupations

6-digit OES Codes

Occupational Titles

<u>55347</u>	<u>General Office Clerk</u>
<u>55321</u>	<u>File Clerk</u>
<u>53102</u>	<u>Bank Clerk</u>
<u>49021</u>	<u>Stock/Warehouse Clerk</u>

**PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES**

SUBCONTRACTOR: Jewish Vocational Service (JVS) OTC

SUBCONTRACT #: \_\_\_\_\_

<b>PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS</b>					
(Enter Number of Participants)					
<b>GENDER</b>	Males	10	<b>COUNTRY OF ORIGIN</b>	Former Soviet Union	20
	Females	20		Bosnia/Eastern Europe	6
	Total	30		China/Southeast Asia	1
<b>AGE</b>	16 - 17			Middle East	1
	18 - 21	3		Africa	1
	22 - 44	15		Cuba/Central America	1
	45 - 54	9		Total	30
	55+	3	<b>PUBLIC ASSISTANCE</b>	RCA	11
	Total	30		TANF	7
<b>ENGLISH PROFICIENCY</b>	SPL 0 to 4	15		GA	6
	SPL 5+	15		SSI	
	Total	30		Total cash aid	24
				No cash aid	6
				Food Stamps	24

<b>PARTICIPANT ENROLLMENT SCHEDULE</b>							
(Enter Cumulative Number of Participants)							
MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	15						
NOVEMBER	15						
DECEMBER	15						
JANUARY	15						
FEBRUARY	15						
MARCH	30	3					
APRIL	30	5					
MAY	30	6					
JUNE	30	7			2	1	1
JULY	30	12			3	1	2
AUGUST	30	16			4	2	2
SEPTEMBER	30	24	6	18	5	2	3
OCTOBER					9	4	5
NOVEMBER					12	5	7
DECEMBER					18	7	11



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPONENT: Jewish Vocational and Career Counseling Service

1. Are you incorporated? ..... ☒ Yes ☐ No  
If Yes, date incorporated: 1974
2. Tax Status: ☐ For Profit ☒ Not For-Profit State of Incorporation: CA
3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? ..... ☒ Yes ☐ No  
If No, have you ever been refused bonding? ..... ☐ Yes ☐ No  
If Yes, please explain: \_\_\_\_\_
4. When was your last audit performed? 6/30/00 Who performed the audit? Good & Fowler LLP  
If you have not been audited during the past two years, please explain: \_\_\_\_\_
5. Do you retain outside accounting services other than a CPA firm? ..... ☐ Yes ☒ No  
If Yes, please name the individual(s) or firm and describe their responsibilities: \_\_\_\_\_
6. List the major sources of your agency funding other than PIC within the past three (3) years:
 

Sources:	Amounts:	Years:
<u>Jewish Community Federation</u>	<u>\$1,564,158</u>	<u>1998-2000</u>
<u>US Department of Health and Human Services</u>	<u>\$1,527,616</u>	<u>1998-2000</u>
<u>SF Department of Children, Youth and Families</u>	<u>\$931,233</u>	<u>1998-2000</u>
7. List the three principal officers presently on your governing board:
 

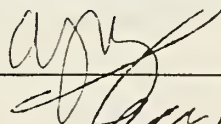
Title:	Name:	Address:
<u>President</u>	<u>Larry Kamer</u>	<u>74 New Montgomery #450 SF, CA 94105</u>
<u>Vice President</u>	<u>Rebecca Macieira Kaufmann</u>	<u>525 Market St. 16<sup>th</sup> Floor, SF, CA 94105</u>
<u>Vice President</u>	<u>Shari Freedman</u>	<u>120 Kearny St. 9th Fl #303, SF, CA 94104</u>
8. Number of Directors on governing Board: 25 Number of Board meeting per year: six  
Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ..... ☐ Yes ☒ No  
If Yes, please explain: \_\_\_\_\_
9. Has your Board specifically agreed to sponsor this proposed program? ..... ☐ Yes ☒ No  
If Yes, please give date of approval: \_\_\_\_\_  
If No, please explain: pending next board meeting on 5/6/01
10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? ..... ☐ Yes ☒ No  
If Yes, please attach the most current copy of your CPPVE approval.  
If No, please explain: JVS plans pursue CPPVE approval for this program
11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ..... ☒ Yes ☐ No  
If Yes, date: 9/00 By whom was the assessment performed? CARF
12. Was your facility found to be accessible to the:
 

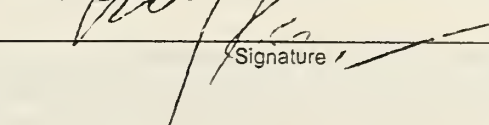
mobile-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	13. Will your proposed program be accessible to the:
hearing-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	mobile-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
visually-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	hearing-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	visually-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
- If No to any of the above, do you plan to make the needed modifications? ..... ☐ Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Abby Snay  
Program Director (Typed)

Larry Kamer  
Board Chairperson (Typed)

  
Signature

  
Signature



## SERVICE COMPONENTS PROPOSAL EVALUATION

PROPOSER: JEWISH VOCATIONAL SERVICE

PROPOSAL NO.: 7

### PROGRAM CRITERIA

PTS.

1.	Community Involvement, Coordination and Organizational Competence [35 pts.]	
a.	Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS? ..... [10 pts.]	9
b.	Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. .... [25 pts.]	21
2.	Program Design and Feasibility [50 pts.]	
a.	Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service? ..... [15 pts.]	12
b.	<i>FOR VT/CA COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? ..... [15 pts.]	
	<i>FOR ES, IR, OJT COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? .... [15 pts.]	12
	<i>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</i> Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? ..... [15 pts.]	
c.	Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed? ..... [20 pts.]	17
3.	Program Cost and Leveraging [15 pts.]	
	Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. .... [15 pts.]	14
<b>TOTAL</b>		<b>85</b>

### COMMENTS AND RECOMMENDATIONS

This proposal is recommended for funding in the amount of \$18,990 in both Scenarios.

This funding will enable Jewish Vocational Service (JVS) to provide brokerage services for 10 refugees. JVS proposes to place 80% of the refugees in jobs with an average wage of \$10 per hour.

One of the reasons this proposal is recommended for funding as that Staff feel that OJTs are currently being under-utilized, and see a remedy in that as JVS is an experienced OJT broker. In the past, it has operated Job Training Partnership Act (JTPA)-funded OJT programs, and currently has a Workforce Investment Act (WIA) OJT program. As with other WIA subcontractors this year, it has been struggling with WIA.

Because of its OJT experience, Staff recommends that the focus of JVS's program should be developing OJT contracts (but not to the exclusion of IRs).

The proposal addressed all areas of the RFP and contained a detailed discussion of OJTs. Its intended IR concentration in the Information Technology (IT) field should be re-visited in light of the downward turn of the IT job market, and the fact that JVS's IT vocational training program is also recommended for

funding. The proposed average hourly wage goal of \$10 is low considering its IT emphasis. \$10 per hour may be more appropriate for an OJT-focused program.

The proposal budget included \$8,444 in other leveraged funds (22% of funds requested). The proposed cost per person is \$1,899 and the cost per placement is \$2,374, which are slightly higher than the costs of the other broker proposal submitted.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

PROGRAM SUMMARY



1. Proponent: Jewish Vocational Service Prop. # \_\_\_\_\_  
Address: 77 Geary St., Suite 401 Date: \_\_\_\_\_  
San Francisco, CA ZIP Code: 94108
2. Director: Abby Snay Phone #: (415) 391-3600
3. Total Amount Being Requested ..... \$37,988
4. Proposed # of Unsubsidized Placements: ..... 16

Please summarize the overall design and intent of the program in the space provided below.

**JVS On-the-Job Training (OJT) and Individual Referral (IR) Program**

The proposed IR and OJT program will address the three primary barriers to employment faced by refugees: outdated technical skills, lack of English and lack of familiarity with the American job market. JVS will work with its broad network of employers and training providers to develop realistic and attainable training goals for refugee participants. Although jobs and occupations will vary, depending on client and employer need, based on previous experience, positions will likely cluster in technical occupations.

JVS is proposing to recruit and select 20 adults for short-term vocational training through either IR or OJT placement. IR and OJT participants will be recruited from JVS' programs for refugees, as well as through established referral relationships with other agencies. A combined OJT and IR program will give JVS the flexibility to provide the training that is most appropriate for each individual. JVS will demonstrate positive outcomes (employability enhancement through completed training) for 18 participants or 90%. We will place 16 participants, or 80%, in permanent, unsubsidized employment paying a minimum of \$10.00 an hour

After 19 years of successful OJT placements in the community, JVS has developed an excellent reputation for OJT placements among a core of repeat employers. The program coordinator will conduct individual outreach to promising employer prospects. The training programs to which we refer IR clients have been chosen to reflect labor market demand -- not only do we steer clients to programs that prepare students for high-growth occupations, we look for programs that teach current skills, using up-to-date technologies, and that have a good reputation among employers.

In addition to brokering referrals and negotiating training contracts, JVS will provide assessment and employment planning assistance to each IR/OJT participant, along with resume consultation, job search coaching, job development and placement assistance and follow-up support as needed. For those participants who need additional English instruction, slots will be made available in JVS' evening VESL classes, through JVS funding.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- ☐ Central Intake Point  
☐ Employment Services  
☐ Vocational Training/Career Advancement  
☒ Individual Referral/OJT Brokerage Services  
☐ Older Refugee (50+) Employment Services  
☐ Older Refugee (50+) Acculturation/Social Adjustment Services

6. Total number to be enrolled ..... 20 9. Placement Rate  $[(7 + 6) \times 100] =$  80%

7. Total number to be placed (unsubsid. wages)... 16 10. Average wage at placement \$10/hr.

8. Total dollars requested ..... 37,988 11. Estimated number to be served \_\_\_\_\_

Do not budget for Support Services (i.e., child care, transportation).

( CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: 18 Functional educational level at entry: High School, GED or equivalent

Student Performance Level: 3 Job skills at entry: demonstrated technical skills

Barriers to employment at entry: Lack of English language communication skills, lack of job search skills, Lack of familiarity with the American job market

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

Pre- and post- ESL test (CASAS test)

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants.

Improvement in basic skills: Average ESL increase of 1; passing scores on exit exams

Job skills: Development of effective employment portfolio; ability to complete a job application; demonstrated Interviewing skills. Demonstrated competence through class projects and OJT.

15. Training Occupations

6-digit OES Codes

Occupational Titles

25103 Database Administrator

25104 Computer Support Specialists

55347 General Office Clerks

56003 Duplicating Machine Operators

**PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES**

SUBCONTRACTOR: JVS

SUBCONTRACT #: \_\_\_\_\_

<b>PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS</b>						
(Enter Number of Participants)						
<b>GENDER</b>	Males	7	<b>COUNTRY OF ORIGIN</b>	Former Soviet Union	9	
	Females	13		Bosnia/Eastern Europe	6	
	<b>Total</b>	20		China/Southeast Asia	1	
<b>AGE</b>	16 - 17			Middle East	4	
	18 - 21	1		Africa		
	22 - 44	8		Cuba/Central America		
	45 - 54	9		<b>Total</b>	20	
	55+	2	<b>PUBLIC ASSISTANCE</b>	RCA	6	
	<b>Total</b>	20		TANF	2	
<b>ENGLISH PROFICIENCY</b>	SPL 0 to 4	7		GA	8	
	SPL 5+	13		SSI		
	<b>Total</b>	20		<b>Total cash aid</b>	16	
				No cash aid	4	
				Food Stamps	16	

<b>PARTICIPANT ENROLLMENT SCHEDULE</b>							
(Enter Cumulative Number of Participants)							
MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	2	0					
NOVEMBER	4	0					
DECEMBER	6	0					
JANUARY	8	0					
FEBRUARY	10	2					
MARCH	12	4					
APRIL	14	7			2		
MAY	16	10			4		
JUNE	17	13			6		
JULY	18	14	1		8		
AUGUST	15	15	2		12		
SEPTEMBER	20	17	3	9	12	15	14
OCTOBER							
NOVEMBER							
DECEMBER							



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPONENT: Jewish Vocational and Career Counseling Service

1. Are you incorporated? ..... ☒ Yes ☐ No  
If Yes, date incorporated: 1974
2. Tax Status: ☐ For Profit ☒ Not For-Profit State of Incorporation: CA
3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? ..... ☒ Yes ☐ No  
If No, have you ever been refused bonding? ..... ☐ Yes ☐ No  
If Yes, please explain: \_\_\_\_\_
4. When was your last audit performed? 6/30/00 Who performed the audit? Good & Fowler LLP  
If you have not been audited during the past two years, please explain: \_\_\_\_\_
5. Do you retain outside accounting services other than a CPA firm? ..... ☐ Yes ☒ No  
If Yes, please name the individual(s) or firm and describe their responsibilities: \_\_\_\_\_
6. List the major sources of your agency funding other than PIC within the past three (3) years:
 

Sources:	Amounts:	Years:
<u>Jewish Community Federation</u>	<u>\$1,564,158</u>	<u>1998-2000</u>
<u>US Department of Health and Human Services</u>	<u>\$1,527,616</u>	<u>1998-2000</u>
<u>SF Department of Children, Youth and Families</u>	<u>\$931,233</u>	<u>1998-2000</u>
7. List the three principal officers presently on your governing board:
 

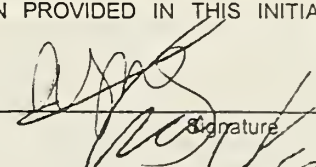
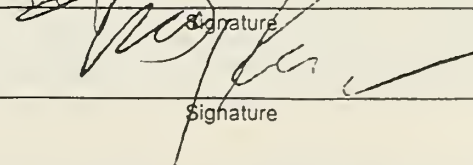
Title:	Name:	Address:
<u>President</u>	<u>Larry Kamer</u>	<u>74 New Montgomery #450 SF, CA 94105</u>
<u>Vice President</u>	<u>Rebecca Macieira Kaufmann</u>	<u>525 Market St. 16<sup>th</sup> Floor, SF, CA 94105</u>
<u>Vice President</u>	<u>Shari Freedman</u>	<u>120 Kearny St. 9th Fl #303, SF, CA 94104</u>
8. Number of Directors on governing Board: 25 Number of Board meeting per year: six  
Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ..... ☐ Yes ☒ No  
If Yes, please explain: \_\_\_\_\_
9. Has your Board specifically agreed to sponsor this proposed program? ..... ☐ Yes ☒ No  
If Yes, please give date of approval: \_\_\_\_\_  
If No, please explain: pending next board meeting on 5/6/01
10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? ..... ☐ Yes ☒ No  
If Yes, please attach the most current copy of your CPPVE approval.  
If No, please explain: JVS plans pursue CPPVE approval for this program
11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ..... ☒ Yes ☐ No  
If Yes, date: 9/00 By whom was the assessment performed? CARF
12. Was your facility found to be accessible to the:
 

mobile-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	13. Will your proposed program be accessible to the:
hearing-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	mobile-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
visually-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	hearing-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	visually-impaired? ..... <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
- If No to any of the above, do you plan to make the needed modifications? ..... ☐ Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Abby Snay  
Program Director (Typed)

Larry Kamer  
Board Chairperson (Typed)

  
Signature  
  
Signature



# SERVICE COMPONENTS PROPOSAL EVALUATION

PROPOSER: JEWISH VOCATIONAL SERVICE

PROPOSAL NO.: 8

## PROGRAM CRITERIA

PTS.

1. Community Involvement, Coordination and Organizational Competence [35 pts.]	
a. Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS? .....[10 pts.]	9
b. Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. ....[25 pts.]	23
2. Program Design and Feasibility [50 pts.]	
a. Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service? .....[15 pts.]	14
b. <i>FOR VT/CA COMPONENTS ONLY</i>	
Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? .....[15 pts.]	14
<i>FOR ES, IR, OJT COMPONENTS ONLY</i>	
Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? ....[15 pts.]	
<i>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</i>	
Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? [15 pts.]	
c. Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed? .....[20 pts.]	18
3. Program Cost and Leveraging [15 pts.]	
Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. ....[15 pts.]	14
<b>TOTAL</b>	<b>92</b>

## COMMENTS AND RECOMMENDATIONS

This proposal is recommended for funding in the amount of \$62,552 in both Scenarios #1 & #2.

This funding will enable Jewish Vocational Service (JVS) to operate an Information Technology (IT) Vocational Training/Career Advancement program for fourteen (14) refugees. The proposed program offers clients a choice of four distinct modules: computer aided drafting and design (CAD), web design, Cisco Networking, or UNIX systems administration.

JVS proposes to place 80% of the refugees in jobs with an average wage of \$15.00 per hour. This agency is currently operating a CAD refugee vocational training program, which has a web design component. Staff appreciates the diversity of choice offered in this proposal, but are concerned about the recent downturn of the IT job market. In JVS's current program, of the eight refugees enrolled in web design, two have been placed in jobs: one as an administrative assistant and one as a web designer. The web designer was subsequently laid off. Staff feel the IT field is still a viable employment field for refugees, but urges caution in enrolling clients into programs which currently have no job market (especially for those without experience).

The proposal was very well written and addressed all areas of the RFP. It includes \$21,739 in other leveraged funds (18% of funds requested). Its proposed cost per person is \$4,468, and cost per placement is \$5,484, which are the lowest costs of the three VT proposals submitted.

The purpose of this study is to investigate the effects of various factors on the performance of a system. The study is divided into three main sections: Introduction, Methodology, and Results. The Introduction section provides a brief overview of the study and its objectives. The Methodology section describes the experimental setup and the procedures used to collect and analyze the data. The Results section presents the findings of the study, including the performance metrics and the statistical analysis.

The study was conducted using a series of experiments. The first experiment was designed to measure the effect of the input variable on the output variable. The second experiment was designed to measure the effect of the output variable on the input variable. The third experiment was designed to measure the effect of the input variable on the output variable, taking into account the effect of the output variable on the input variable.

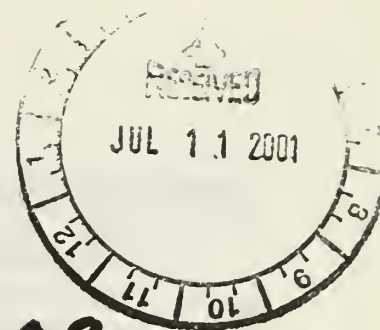
The results of the study show that the input variable has a significant effect on the output variable. The output variable has a significant effect on the input variable. The input variable has a significant effect on the output variable, taking into account the effect of the output variable on the input variable.

The study concludes that the input variable has a significant effect on the output variable. The output variable has a significant effect on the input variable. The input variable has a significant effect on the output variable, taking into account the effect of the output variable on the input variable.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

PROGRAM SUMMARY



1. Proponent: Jewish Vocational Service Prop. # 08  
Address: 77 Geary St., Suite 401 Date: \_\_\_\_\_  
San Francisco, CA ZIP Code: 94108
2. Director: Abby Snay Phone #: (415) 391-3600
3. Total Amount Being Requested ..... \$120,638
4. Proposed # of Unsubsidized Placements: ..... 22

Please summarize the overall design and intent of the program in the space provided below.

**JVS Information Technology (IT) Vocational Training Program**

JVS proposes an Information Technology Vocational training Program for newly arrived refugees and refugees who have been in the US for less than five years. JVS will provide IT training to 27 participants.

This multi-track IT training program responds to the most critical employment needs of refugees: updated job-related skills; orientation to the US workplace; job market and job search process; and English training. By offering training in high-demand occupations, JVS believes that we can attract a broad range of qualified participants and provide training that is appropriate to each individual's needs, background, qualifications and employment goals.

Based on a comprehensive assessment, participants can select from the following training modules:

CAD Training: Focuses on introducing students to AutoCAD 2002, the industry's premier computer-aided drafting and design software. Students produce a portfolio of AutoCAD drawings for their job search.

Web Design: Offered in partnership with OpNet, students are trained in the most cutting edge web design and graphics software. Students develop a personal web site and a company web site, to use in their job search portfolio.

Cisco Networking Technology: Students receive instruction and lab practice in router architecture and network configuration, and prepare for the Cisco Certified Network Administrator exam.

UNIX Systems Administration: Provides training in UNIX Operating Systems, basic programming and networking and prepares participants for UNIX Systems Administration Level I certification

The VESL curriculum, customized for the IT program, emphasizes technical communication, workplace literacy, customer and co-worker relations and retention/advancement supports.

JVS will provide individualized and group job placement assistance for 90 days from job developers with expertise and employer relationships in each occupational field. Additional placement services will be provided to all participants working fewer than 35 hours/week until they achieve full-time employment.

JVS will place a minimum of 22 participants (80% placement rate). The minimum target wage for placements is \$15.00/hour.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- ☐ Central Intake Point  
☐ Employment Services  
☒ Vocational Training/Career Advancement  
☐ Individual Referral/OJT Brokerage Services  
☐ Older Refugee (50+) Employment Services  
☐ Older Refugee (50+) Acculturation/Social Adjustment Services

6. Total number to be enrolled ..... 27 9. Placement Rate  $[(7 \div 6) \times 100] =$  80%

7. Total number to be placed (unsubsid. wages)... 22 10. Average wage at placement \$15/hr.

8. Total dollars requested ..... 120,638 11. Estimated number to be served \_\_\_\_\_  
Do not budget for Support Services (i.e., child care, transportation). (CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: 18 Functional educational level at entry: High School, GED or equivalent

Student Performance Level: 3 Job skills at entry: demonstrated technical skills

Barriers to employment at entry: Lack of English language communication skills, lack of job search skills,  
Lack of familiarity with the American job market

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

Pre- and post- ESL test (CASAS test)

Pre- and post-computer tests (customized JVS testing tool)

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants.

Improvement in basic skills: Average ESL increase of 1; passing scores on exit exams

Job skills: Development of effective employment portfolio; ability to complete a job application; demonstrated  
Interviewing skills. Demonstrated competence through class projects and internships.

15. Training Occupations

6-digit OES Codes

Occupational Titles

<u>22514</u>	<u>Drafter</u>
<u>22302</u>	<u>Architect/Surveyor</u>
<u>151071</u>	<u>Network and Systems Administrator</u>
<u>271024</u>	<u>Graphic Designer</u>

**PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES**

SUBCONTRACTOR: Jewish Vocational Service (JVS) CAD/IT

SUBCONTRACT #: \_\_\_\_\_

<b>PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS</b>						
(Enter Number of Participants)						
<b>GENDER</b>	Males	15	<b>COUNTRY OF ORIGIN</b>	Former Soviet Union	20	
	Females	12		Bosnia/Eastern Europe	4	
	Total	27		China/Southeast Asia	1	
<b>AGE</b>	16 - 17			Middle East	1	
	18 - 21	2		Africa		
	22 - 44	16		Cuba/Central America	1	
	45 - 54	6		Total	27	
	55+	3	<b>PUBLIC ASSISTANCE</b>	RCA	5	
	Total	27		TANF	8	
<b>ENGLISH PROFICIENCY</b>	SPL 0 to 4	12		GA	2	
	SPL 5+	15		SSI	1	
	Total	27		Total cash aid	16	
				No cash aid	11	
				Food Stamps	9	

<b>PARTICIPANT ENROLLMENT SCHEDULE</b>							
(Enter Cumulative Number of Participants)							
MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	4						
NOVEMBER	4						
DECEMBER	4						
JANUARY	23	1					
FEBRUARY	23	1					
MARCH	23	3					
APRIL	27	4			1	1	
MAY	27	4			1	1	
JUNE	27	7			2	1	1
JULY	27	10			3	1	2
AUGUST	27	13			3	1	2
SEPTEMBER	27	21	6	10	4	1	3
OCTOBER					7	2	5
NOVEMBER					10	2	7
DECEMBER					16	3	13



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPONENT: Jewish Vocational and Career Counseling Service

1. Are you incorporated? ..... ☒ Yes ☐ No  
If Yes, date incorporated: 1974
2. Tax Status: ☐ For Profit ☒ Not For-Profit State of Incorporation: CA
3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? ..... ☒ Yes ☐ No  
If No, have you ever been refused bonding? ..... ☐ Yes ☐ No  
If Yes, please explain: \_\_\_\_\_
4. When was your last audit performed? 6/30/00 Who performed the audit? Good & Fowler LLP  
If you have not been audited during the past two years, please explain: \_\_\_\_\_
5. Do you retain outside accounting services other than a CPA firm? ..... ☐ Yes ☒ No  
If Yes, please name the individual(s) or firm and describe their responsibilities: \_\_\_\_\_
6. List the major sources of your agency funding other than PIC within the past three (3) years:  

Sources:	Amounts:	Years:
<u>Jewish Community Federation</u>	<u>\$1,564,158</u>	<u>1998-2000</u>
<u>US Department of Health and Human Services</u>	<u>\$1,527,616</u>	<u>1998-2000</u>
<u>SF Department of Children, Youth and Families</u>	<u>\$931,233</u>	<u>1998-2000</u>
7. List the three principal officers presently on your governing board:  

Title:	Name:	Address:
<u>President</u>	<u>Larry Kamer</u>	<u>74 New Montgomery #450 SF, CA 94105</u>
<u>Vice President</u>	<u>Rebecca Macieira Kaufmann</u>	<u>525 Market St. 16<sup>th</sup> Floor, SF, CA 94105</u>
<u>Vice President</u>	<u>Shari Freedman</u>	<u>120 Kearny St. 9th Fl #303, SF, CA 94104</u>
8. Number of Directors on governing Board: 25 Number of Board meeting per year: six  
Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ..... ☐ Yes ☒ No  
If Yes, please explain: \_\_\_\_\_
9. Has your Board specifically agreed to sponsor this proposed program? ..... ☐ Yes ☒ No  
If Yes, please give date of approval: \_\_\_\_\_  
If No, please explain: pending next board meeting on 5/6/01
10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? ..... ☐ Yes ☒ No  
If Yes, please attach the most current copy of your CPPVE approval.  
If No, please explain: JVS plans pursue CPPVE approval for this program
11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ..... ☒ Yes ☐ No  
If Yes, date: 9/00 By whom was the assessment performed? CARF
12. Was your facility found to be accessible to the:  
mobile-impaired? ..... ☒ Yes ☐ No  
hearing-impaired? ..... ☒ Yes ☐ No  
visually-impaired? ..... ☒ Yes ☐ No  
If No to any of the above, do you plan to make the needed modifications? ..... ☐ Yes ☐ No
13. Will your proposed program be accessible to the:  
mobile-impaired? ..... ☒ Yes ☐ No  
hearing-impaired? ..... ☒ Yes ☐ No  
visually-impaired? ..... ☒ Yes ☐ No  
If No to any of the above, do you plan to make the needed modifications? ..... ☐ Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Abby Snay

Program Director (Typed)

Larry Kamer

Board Chairperson (Typed)

Signature

Signature



## SERVICE COMPONENTS PROPOSAL EVALUATION

PROPONENT: **JEWISH VOCATIONAL SERVICE**

PROPOSAL NO.: 9

### PROGRAM CRITERIA

PTS.

1.	Community Involvement, Coordination and Organizational Competence [35 pts.]	
a.	Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS? ..... [10 pts.]	9
b.	Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. .... [25 pts.]	22
2.	Program Design and Feasibility [50 pts.]	
a.	Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service? ..... [15 pts.]	14
b.	<i>FOR VT/CA COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? ..... [15 pts.]	
	<i>FOR ES, IR, OJT COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? .... [15 pts.]	12
	<i>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</i> Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? [15 pts.]	
c.	Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed? ..... [20 pts.]	18
3.	Program Cost and Leveraging [15 pts.]	
	Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. .... [15 pts.]	12
<b>TOTAL</b>		<b>87</b>

### COMMENTS AND RECOMMENDATIONS

This proposal is recommended for funding in the amount of \$230,825 in Scenario #1, and \$197,440 in Scenario #2.

JVS proposes to operate its Employment Services (ES) program with a two-tier structure, offering older refugees (50+) a customized service component to better meet their needs. JVS proposes to place 75% of the refugees under age 50 and 45% of those 50 and older. Staff recommends at least a 50% placement goal for those 50 and older.

JVS is currently operating a two-tiered ES program and as of June 30, 2001 has achieved 99% of its combined enrollment goals, and 81% of its job entry goals. Its ES placement rate currently is 46%.

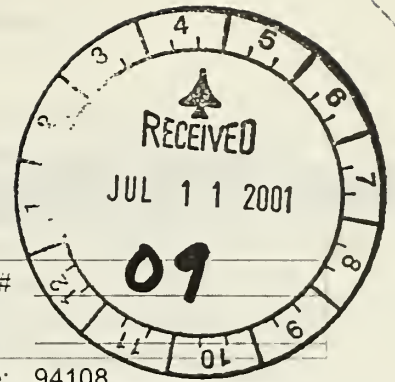
The proposal was well written and addressed all areas of the RFP. It includes \$63,811 in other leveraged funds (26% of funds requested). Its proposed cost per person is \$2,468, and cost per placement is \$3,818, which when compared to the other two ES proposals submitted, are slightly lower than the highest ES costs proposed.





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

PROGRAM SUMMARY



1. Proponent: Jewish Vocational Service  
Address: 77 Geary St., Suite 401  
San Francisco, CA  
2. Director: Abby Snay
- Prop. # \_\_\_\_\_  
Date: \_\_\_\_\_  
ZIP Code: 94108  
Phone #: (415) 391-3600
3. Total Amount Being Requested ..... \$244,379
4. Proposed # of Unsubsidized Placements: ..... 64

Please summarize the overall design and intent of the program in the space provided below.

**JVS Employment Services Program**

JVS proposes operating an Employment Services (ES) and English Language Training (ELT) program for 99 refugees from the former Soviet Union, Bosnia and other countries. JVS will target hard-to-serve refugees for this program, including individuals with very poor English skills, older refugees aged 50+ and TANF recipients at risk for long-term welfare dependency.

To best meet the needs of this population, JVS proposes a two-tiered structure to serve older refugees (35%) in an Older Worker track, in addition to a basic ES track. Depending on the individual needs and SPL levels of the participant, each individual will receive 10-12 weeks of English Language training. Older refugees will receive intensive case management and extended ELT, in addition to specialized job development efforts and job coaching.

JVS' ELT course integrates English and job search skills instruction with actual job search activities to prepare participants for the job market through orientation to the American work culture, job search methods, telephone and interview skills, networking and resume development.

During and after ELT, participants will receive individualized and group assistance from bilingual employment specialists who will assist with resume development, interview practice and job search strategy. Employment specialists will provide job leads and generate new job openings through their extensive employer contacts.

JVS will place a minimum of 16 older workers (45% placement rate) and 48 regular ES participants (75% placement rate) into unsubsidized employment for an overall placement rate of 65% or 64 participants. The minimum target wage for placements is \$10.00/hour.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- |                                     |  |
|-------------------------------------|--|
| <input type="checkbox"/>            | Central Intake Point   |
| <input checked="" type="checkbox"/> | Employment Services  |
| <input type="checkbox"/>            | Vocational Training/Career Advancement                       |
| <input type="checkbox"/>            | Individual Referral/OJT Brokerage Services                   |
| <input checked="" type="checkbox"/> | Older Refugee (50+) Employment Services                      |
| <input type="checkbox"/>            | Older Refugee (50+) Acculturation/Social Adjustment Services |

6. Total number to be enrolled ..... 99 9. Placement Rate  $[(7 \div 6) \times 100] =$  65%

7. Total number to be placed (unsubsid. wages)... 64 10. Average wage at placement \$10/hr.

8. Total dollars requested ..... 244,379 11. Estimated number to be served \_\_\_\_\_

Do **not** budget for Support Services (i.e., child care, transportation). (CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: 18 Functional educational level at entry: Not applicable

Student Performance Level: 0 Job skills at entry: Not applicable

Barriers to employment at entry: Lack of English language communication skills, lack of job search skills,  
Lack of familiarity with the American job market

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

Pre- and post- ESL test (CASAS test)

Pre- and post-Job search skills knowledge (customized JVS testing tool)

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants.

Improvement in basic skills: Average ESL increase of 1; average test score increase of 40% for job

Search skills pre- and post-test

Job skills: Development of effective employment portfolio; ability to complete a job application; demonstrated  
Interviewing skills.

15. Training Occupations

6-digit OES Codes

Occupational Titles

55347 General Office Clerk

55321 File Clerk

31521 Teaching Assistant

49021 Stock/Warehouse Clerk

# PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES

SUBCONTRACTOR: Jewish Vocational Service (ESELT)

SUBCONTRACT #: \_\_\_\_\_

PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS						
(Enter Number of Participants)						
GENDER	Males	32	COUNTRY OF ORIGIN	Soviet Union	42	
	Females	31		Southeast Asia	0	
	Total	63		Latin America	0	
				Africa	0	
AGE	16 - 17	0		Near East	0	
	18 - 21	5		Eastern Europe	21	
	22 - 44	26		Total	63	
	45 - 54	32				
	55+	0	PUBLIC ASSISTANCE	RCA	20	
	Total	63		TANF	21	
				GA	5	
ENGLISH PROFICIENCY	SPL 0 to 4	47		SSI	0	
	SPL 5+	16		Total cash aid	57	
	Total	63		Food Stamps	23	
				No cash aid	22	

PARTICIPANT ENROLLMENT SCHEDULE							
(Enter Cumulative Number of Participants)							
MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	7	0			0	0	0
NOVEMBER	13	0			0	0	0
DECEMBER	19	0			0	0	0
JANUARY	24	7			0	0	0
FEBRUARY	29	13			0	0	0
MARCH	34	19			3	0	0
APRIL	39	25	0		8	3	6
MAY	44	31	0		14	6	9
JUNE	49	36	0		19	7	13
JULY	54	41	0		26	9	17
AUGUST	59	45	0		32	12	21
SEPTEMBER	63	48	15	22	36	19	29



# PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES

SUBCONTRACTOR: Jewish Vocational Service (ESELTO)

SUBCONTRACT #: 168A952P11

PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS						
(Enter Number of Participants)						
GENDER	Males	18	COUNTRY OF ORIGIN	Soviet Union	29	
	Females	17		Southeast Asia	0	
	Total	35		Latin America	0	
				Africa	0	
AGE	16 - 17	0		Near East	6	
	18 - 21	0		Eastern Europe	0	
	22 - 44	0		Total	35	
	45 - 54	12				
	55+	23	PUBLIC ASSISTANCE	RCA	17	
	Total	35		TANF	10	
				GA	3	
ENGLISH PROFICIENCY	SPL 0 to 4	25		SSI	0	
	SPL 5+	10		Total cash aid	30	
	Total	35		Food Stamps	22	
				No cash aid	5	

PARTICIPANT ENROLLMENT SCHEDULE							
(Enter Cumulative Number of Participants)							
MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	3	0	0		0	0	0
NOVEMBER	6	0	0		0	0	0
DECEMBER	9	0	0		0	0	0
JANUARY	11	2	1		0	0	0
FEBRUARY	14	4	3		0	0	0
MARCH	16	6	5		0	0	0
APRIL	18	8	7		1	1	1
MAY	22	10	9		2	2	2
JUNE	26	12	11		5	3	4
JULY	29	14	14		6	4	6
AUGUST	32	15	16		8	5	8
SEPTEMBER	35	16	18	14	10	5	11



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPONENT: Jewish Vocational and Career Counseling Service

1. Are you incorporated? ..... ☒ Yes ☐ No  
If Yes, date incorporated: 1974
2. Tax Status: ☐ For Profit ☒ Not For-Profit State of Incorporation: CA
3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? ..... ☒ Yes ☐ No  
If No, have you ever been refused bonding? ..... ☐ Yes ☐ No  
If Yes, please explain: \_\_\_\_\_
4. When was your last audit performed? 6/30/00 Who performed the audit? Good & Fowler LLP  
If you have not been audited during the past two years, please explain: \_\_\_\_\_
5. Do you retain outside accounting services other than a CPA firm? ..... ☐ Yes ☒ No  
If Yes, please name the individual(s) or firm and describe their responsibilities: \_\_\_\_\_
6. List the major sources of your agency funding other than PIC within the past three (3) years:  

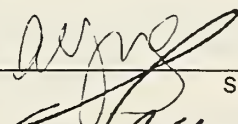
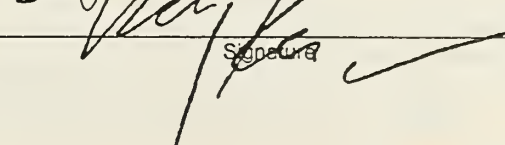
Sources:	Amounts:	Years:
<u>Jewish Community Federation</u>	<u>\$1,564,158</u>	<u>1998-2000</u>
<u>US Department of Health and Human Services</u>	<u>\$1,527,616</u>	<u>1998-2000</u>
<u>SF Department of Children, Youth and Families</u>	<u>\$931,233</u>	<u>1998-2000</u>
7. List the three principal officers presently on your governing board:  

Title:	Name:	Address:
<u>President</u>	<u>Larry Kamer</u>	<u>74 New Montgomery #450 SF, CA 94105</u>
<u>Vice President</u>	<u>Rebecca Macieira Kaufmann</u>	<u>525 Market St. 16<sup>th</sup> Floor, SF, CA 94105</u>
<u>Vice President</u>	<u>Shari Freedman</u>	<u>120 Kearny St. 9th Fl #303, SF, CA 94104</u>
8. Number of Directors on governing Board: 25 Number of Board meeting per year: six  
Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ..... ☐ Yes ☒ No  
If Yes, please explain: \_\_\_\_\_
9. Has your Board specifically agreed to sponsor this proposed program? ..... ☐ Yes ☒ No  
If Yes, please give date of approval: \_\_\_\_\_  
If No, please explain: pending next board meeting on 5/6/01
10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? ..... ☐ Yes ☒ No  
If Yes, please attach the most current copy of your CPPVE approval.  
If No, please explain: JVS plans pursue CPPVE approval for this program
11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ..... ☒ Yes ☐ No  
If Yes, date: 9/00 By whom was the assessment performed? CARF
12. Was your facility found to be accessible to the:  
mobile-impaired? ..... ☒ Yes ☐ No  
hearing-impaired? ..... ☒ Yes ☐ No  
visually-impaired? ..... ☒ Yes ☐ No  
If No to any of the above, do you plan to make the needed modifications? ..... ☐ Yes ☐ No
13. Will your proposed program be accessible to the:  
mobile-impaired? ..... ☒ Yes ☐ No  
hearing-impaired? ..... ☒ Yes ☐ No  
visually-impaired? ..... ☒ Yes ☐ No  
If No to any of the above, do you plan to make the needed modifications? ..... ☐ Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Abby Snay  
Program Director (Typed)

Larry Kamer  
Board Chairperson (Typed)

  
Signature  
  
Signature



## SERVICE COMPONENTS PROPOSAL EVALUATION

PROPOSER: OXMAN COLLEGE

PROPOSAL NO.: 10

### PROGRAM CRITERIA

PTS.

1.	Community Involvement, Coordination and Organizational Competence [35 pts.]	
a.	Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS? .....[10 pts.]	5
b.	Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. ....[25 pts.]	15
2.	Program Design and Feasibility [50 pts.]	
a.	Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service? .....[15 pts.]	9
b.	<b>FOR VT/CA COMPONENTS ONLY</b> Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? .....[15 pts.]	8
	<b>FOR ES, IR, OJT COMPONENTS ONLY</b> Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? ....[15 pts.]	
	<b>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</b> Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? [15 pts.]	
c.	Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed? .....[20 pts.]	12
3.	Program Cost and Leveraging [15 pts.]	
	Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. ....[15 pts.]	9
<b>TOTAL</b>		<b>58</b>

### COMMENTS AND RECOMMENDATIONS

This proposal is not recommended for subcontract funding in either Scenario. It is recommended that Oxman College's accounting program continue to be considered as a potential vendor in the broker activity.

Oxman College proposes to operate an accounting Vocational Training/Career Advancement program for 20 refugees, and on the Summary page, proposes to place all 20. On subsequent pages, it proposes placing 18 (90%). The proposed average hourly wage is \$15.

The PIC refugee program, through its IR broker, has previously entered into contracts with Oxman College for its accounting program. Last year (FFY '99) we enrolled five refugees, and all five were placed in jobs. Currently we have one refugee enrolled and attending classes.

The *Program Description* section of the proposal was very good. Other sections were weak as Oxman College has no experience with or knowledge of the PIC refugee program procedures and paperwork requirements, other than as a vendor. The budget submitted with the proposal was incomplete, which could be a result of the agency's lack of experience developing cost reimbursement budgets. As a for-profit vendor, it has more experience with fee-for-service and tuition-based contracts and budgets.

The budget did not include any other leveraged funds. Its proposed cost per person is \$6,000, and cost per placement is \$6,667. These proposed costs are the highest of the vocational training/career advancement proposals received.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

PROGRAM SUMMARY



1. Proponent: Oxman College Prop. # \_\_\_\_\_  
Address: 375 3rd Avenue Date: 7-11-2001  
San Francisco, CA ZIP Code: 94118
2. Director: Michael Dvorkin Phone #: (415) 751-6461
3. Total Amount Being Requested ..... \$ 120,000
4. Proposed # of Unsubsidized Placements: ..... 20

Please summarize the overall design and intent of the program in the space provided below.

**Summary:**

The proposed program is designed to provide Technical and Vocational English skills training in the area of Computerized Accounting for the refugee community, including non-employed participants and refugees that are employed at low-paid or part-time jobs and need to upgrade their skills and professional level to reach self-sufficiency and economic independence.

We propose to train 20 refugee participants within 1 year period.

We expect that all participants will successfully complete training and will enter a full-time non-subsidized employment at the average rate \$15 per hour, and will retain their employment by the end of the contract year.

The technical training will cover all areas of Accounting and Bookkeeping systems, Computerized Accounting application, general office skills and computer skills.

The intensive Vocational English will be an integral part of the training. It will be focused on related business terminology, office communication skills and customer service skills.

The Holistic approach will be implemented by combining professional skills training, English communications, mastering of computer applications, career counseling targeted to cultural and language diversity, job search counseling and assistance and post-employment monitoring and support. A special emphasis will be made on creating friendly and supportive atmosphere in each group of trainees, to make learning process most efficient, enjoyable and successful.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- ☐ Central Intake Point  
☐ Employment Services  
☒ Vocational Training/Career Advancement  
☐ Individual Referral/OJT Brokerage Services  
☐ Older Refugee (50+) Employment Services  
☐ Older Refugee (50+) Acculturation/Social Adjustment Services

6. Total number to be enrolled ..... 20 9. Placement Rate  $[(7 + 6) \times 100] =$  100%

7. Total number to be placed (unsubsid. wages)... 20 10. Average wage at placement \$15

8. Total dollars requested ..... \$120,000 11. Estimated number to be served \_\_\_\_\_  
 Do not budget for Support Services (i.e., child care, transportation). (CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: 19 Functional educational level at entry: High-school diploma

Student Performance Level: 90 Job skills at entry: Professional Experience from original countries

Barriers to employment at entry: Limited English skills, limited computer skills, no American work experience

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

English Test / English test  
Computer skills test / Accounting skills test  
Basic Math test / Computer applications test

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants.

Improvement in basic skills: Typing, Vocational English

Job skills: Accounting Principles, Accounts Receivables, Accounts Payable, General Ledger, Payroll Accounting, Computerized Accounting

15. Training Occupations

6-digit OES Codes

43-3031

43-3051

43-0000

Occupational Titles

Bookkeeping, Accounting

Payroll Accounting

Office and Administrative support

# PARTICIPANT CHARACTERISTICS AND ENROLLMENT SUMMARIES

SUBCONTRACTOR: \_\_\_\_\_

SUBCONTRACT #: \_\_\_\_\_

PARTICIPANT CHARACTERISTICS/ENROLLMENT GOALS								
(Enter Number of Participants)								
<b>GENDER</b>	Males	5	<b>COUNTRY OF ORIGIN</b>	Former Soviet Union	10			
	Females	15		Bosnia/Eastern Europe	3			
	Total	20		China/Southeast Asia	7			
				Middle East				
				Africa				
				Cuba/Central America				
				Total				
<b>AGE</b>	16 - 17			<b>PUBLIC ASSISTANCE</b>	RCA			
	18 - 21				TANF			
	22 - 44	12			GA			
	45 - 54	5	SSI					
	55+	3	Total cash aid					
	Total	20	No cash aid					
<b>ENGLISH PROFICIENCY</b>	SPL 0 to 4	5	<b>PUBLIC ASSISTANCE</b>		Food Stamps			
	SPL 5+	15						
	Total	20						

PARTICIPANT ENROLLMENT SCHEDULE							
(Enter Cumulative Number of Participants)							
MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	10						
NOVEMBER							
DECEMBER							
JANUARY	10						
FEBRUARY							
MARCH							
APRIL		5					
MAY		7					
JUNE		10					
JULY		12			5		
AUGUST		15			7		
SEPTEMBER		18			10		
OCTOBER					12		
NOVEMBER					15		
DECEMBER					18		



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPOSER: Oxman College

Are you incorporated? ☒ Yes ☐ No

If Yes, date incorporated: 1993, # 1829182

2. Tax Status: ☒ For Profit ☐ Not For-Profit State of Incorporation: California

3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? ☒ Yes ☐ No

If No, have you ever been refused bonding? ☐ Yes ☐ No

If Yes, please explain: \_\_\_\_\_

4. When was your last audit performed? 2000 Who performed the audit? Independent Agency

If you have not been audited during the past two years, please explain: \_\_\_\_\_

5. Do you retain outside accounting services other than a CPA firm? ☐ Yes ☒ No

If Yes, please name the individual(s) or firm and describe their responsibilities: \_\_\_\_\_

6. List the major sources of your agency funding other than PIC within the past three (3) years:

Sources:	Amounts:	Years:
<u>Employment Training Panel</u>	<u>\$ \$200,000</u>	<u>2001</u>
<u>California Manufacturers &amp; Technology</u>	<u>\$ \$50,000</u>	<u>2001</u>
<u>State Department of Rehabilitation</u>	<u>\$ \$10,000</u>	<u>2001</u>

7. List the three principal officers presently on your governing board:

Title:	Name:	Address:
<u>President</u>	<u>Michael Dvorkin</u>	<u>375 3rd Avenue, SF</u>
<u>Chair Person</u>	<u>Sam Maryasov</u>	<u>2 Lake Street, SF</u>
<u>Advisory</u>	<u>Eugene Skender</u>	<u>1040 Grebe Street, Foster City</u>

8. Number of Directors on governing Board: 5 Number of Board meeting per year: 4

Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ☐ Yes ☒ No

If Yes, please explain: \_\_\_\_\_

9. Has your Board specifically agreed to sponsor this proposed program? ☒ Yes ☐ No

If Yes, please give date of approval: July 1, 2001

If No, please explain: \_\_\_\_\_

10. If you are proposing a classroom or vocational training program, is the program approved by the Council for Private Postsecondary and Vocational Education (CPPVE)? ☒ Yes ☐ No

If Yes, please attach the most current copy of your CPPVE approval.

If No, please explain: \_\_\_\_\_

11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ☐ Yes ☒ No

If Yes, date: \_\_\_\_\_ By whom was the assessment performed? \_\_\_\_\_

12. Was your facility found to be accessible to the:

mobile-impaired? ☒ Yes ☐ No

hearing-impaired? ☒ Yes ☐ No

visually-impaired? ☒ Yes ☐ No

If No to any of the above, do you plan to make the needed modifications? ☐ Yes ☐ No

13. Will your proposed program be accessible to the:

mobile-impaired? ☒ Yes ☐ No

hearing-impaired? ☒ Yes ☐ No

visually-impaired? ☒ Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Michael Dvorkin  
Program Director (Typed)

Sam Maryasov  
Board Chairperson (Typed)

[Signature]  
Signature

[Signature]  
Signature



## SERVICE COMPONENTS PROPOSAL EVALUATION

PROPOSER: **AFRICAN IMMIGRANT & REFUGEE RESOURCE CENTER**

PROPOSAL NO.: 11

### PROGRAM CRITERIA

PTS.

1.	Community Involvement, Coordination and Organizational Competence [35 pts.]	
a.	Community Involvement and Coordination: Does the proposal have the support and involvement of the proposed targeted population? Is the program (including staff) culturally and linguistically appropriate for the targeted population? Is there evidence of coordination and consultation with existing refugee and/or non-refugee employment service programs and DHS?.....[10 pts.]	9
b.	Organizational Competence: The extent to which the proponent has demonstrated the ability to carry out the proposed program; includes past performance. ....[25 pts.]	16
2.	Program Design and Feasibility [50 pts.]	
a.	Need: Does the proponent provide identifiable and quantifiable documentation that there is an established need within the refugee community for the proposed training or service?.....[15 pts.]	9
b.	<i>FOR VT/CA COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified training to be provided in occupations in demand in the local economy and secured job commitments from employers to hire properly trained refugees within a specific time-frame? Will this training lead to career advancement in the targeted occupation(s) by providing skills upgrades for those who are working? .....[15 pts.]	
	<i>FOR ES, IR, OJT COMPONENTS ONLY</i> Training Emphasis and Job Availability: Has the proponent identified job search emphases that are consistent with local labor market demand (ES), or has the proponent identified training to be considered in occupations in demand in the local economy (IR), or has the proponent identified potential employers in demand occupations that will be targeted (OJT), and have proponents secured job commitments from employers to hire properly trained refugees within a specified time-frame? ....[15 pts.]	11
	<i>FOR ACCULTURATION/SOCIAL ADJUSTMENT SERVICES COMPONENT ONLY</i> Volunteer/Other Outside Resources: Has the proponent identified how volunteers and/or other outside resources will be used to assist in providing cultural orientation and social adjustment services and/or other services to increase the level of services? [15 pts.]	
c.	Feasibility: How well is the program design developed and described? Are the proposed program strategies and goals feasible given the resources and personnel? Are the goals realistic, given past performance, if any? Has recruitment of eligible refugees been adequately addressed?.....[20 pts.]	12
3.	Program Cost and Leveraging [15 pts.]	
	Total program cost; cost per person served; cost per placement. Extent to which other funds are leveraged to support the program. Extent to which the proposed scale of the program is appropriate to the projected demand for the program. ....[15 pts.]	9
<b>TOTAL</b>		<b>66</b>

### COMMENTS AND RECOMMENDATIONS

This proposal is recommended for \$27,500 in Scenario #2.

The African Immigrant & Refugee Resource Center (AIRRC) proposes to operate an Employment Services (ES) program for refugees from Africa and the Middle East.

The arrival and service data for the target population of this proposed program indicate that there is a very sparse number of Africans and Middle Easterners eligible for refugee funded services who live in San Francisco. And those who are here, because of their small numbers, should already be being served. For that reason, and the agency's lack of placements this year, Scenario #1 does not recommend funds for this program.

However, Scenario #2 presents the Committee with an option to fund this program on a probationary basis for a small number of Africans and Middle Easterners who may arrive in San Francisco or be granted asylum over the next year. The agency would be expected to increase its current program's placement rate by the end of September to at least equal to the lowest placement rate of the other two Employment Services (ES) programs currently operating.

The proposed program includes 24 hours of individual counseling for 12 weeks. English language training

will be provided to those with the lowest English levels (0 – 4), however a planned number of hours (or a range of hours) to be provided was not discussed.

Staff is concerned that the targeted average wage proposed (\$8) is lower than that included in the City's living wage ordinance (\$10) and the minimum (\$10) requested in the Request For Proposals (RFP). It is recommended that if this proposal is funded, the program (and contract) include an average wage goal of \$10.

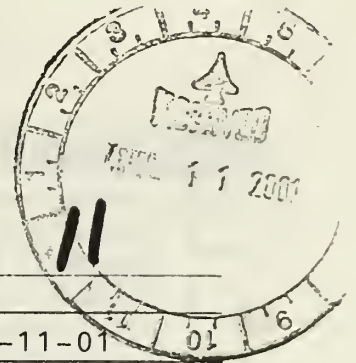
The proposed budget submitted was not on the PIC refugee budget form, and it is not clear from the information submitted what percentages of staff time are proposed for this program; consequently, Staff can not determine if adequate staffing is proposed. (All percentages offered apparently are percentages of the total amount of funds requested, not of the staff time and costs dedicated to this program as percentages of the total agency budget.)

The proposal budget does not include any other leveraged funds, and the proposed costs per person (\$2,500) and placement (\$3,846) are the highest of the three ES proposals received.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

PROGRAM SUMMARY



1. Proponent: AIRRC Prop. # \_\_\_\_\_  
Address: 30 Mason Street Date: 07-11-01  
San Francisco ZIP Code: CA 94102
2. Director: Rev. Ashirvadam Rayikanti Phone #: (415) 433-7300
3. Total Amount Being Requested..... \$ 50,000
4. Proposed # of Unsubsidized Placements: 14

Please summarize the overall design and intent of the program in the space provided below.

This proposal will provide an efficient employment service package for 20 African, Middle Eastern, and other refugees. The services offered will include: intake and assessment, employment orientation, job training, employment counseling and job development, job placement, vocational English language instruction and follow up/retention counseling.

Thirteen of the 20 enrollees will be placed in full-time, unsubsidized permanent employment. They will be placed into entry-level positions such as hotel and restaurant support personnel, food and beverage preparation or entry level clerical and sales occupations.

Based on past enrollment figures, we anticipate that approximately 60% of our enrollees will have low English proficiency (SPEL 0-4). Therefore, our employment training workshops will be geared toward two separate English level groups. The first group will consist of SPEL 0-4 and the second group SPEL 5+. The former group will be placed into jobs which pay a minimum of \$5.75-\$6.25, the latter will be placed into jobs which pay a minimum of \$6.25-\$8.00 per hour.

Each client will receive 24 hours of individual counseling with the program's job developer over a period of 12 weeks. During this period, the client will receive training on the following topics: Orientation to the American job market, locating job openings, filling out job applications, interview techniques, resume and cover letter production, and effective networking.

The English as a Second Language instructor will provide Vocational ESL (VLESL) training in a classroom setting to all participants SPEL 0-4, as well as individualized workshops. This will improve the client's English language skills and enable them to easily find and keep a job.

Participants' job searches will begin concurrently with employment training and VLESL instruction. They will be placed into appropriate jobs as soon as an opening become available. The job developer will provide individualized counseling, including job leads, along with job development, and will also monitor clients' job searches. We will provide all services in a linguistically and culturally sensitive environment where emphasis is placed upon giving the client the tools to become self-sufficient.

5. Program Activity:

Please check the appropriate box(es) that best describes this proposed program.

- ☐ Central Intake Point  
☒ Employment Services  
☐ Vocational Training/Career Advancement  
☐ Individual Referral/OJT Brokerage Services  
☐ Older Refugee (50+) Employment Services  
☐ Older Refugee (50+) Acculturation/Social Adjustment Services

6. Total number to be enrolled .....20..... 9. Placement Rate  $[(7 \div 6) \times 100] = 65\%$   
7. Total number to be placed (unsubsid. wages)... 13 10. Average wage at placement \$8,00  
8. Total dollars requested .....\$50,000..... 11. Estimated number to be served 20  
Do not budget for Support Services (i.e., child care, transportation). (CIP only)

12. Entry Requirements: Describe the minimum ages, education levels, Student Performance Levels (SPL), entry skill levels, and general employment barriers of the refugees you plan to enroll into your program.

Age: 18+ Functional educational level at entry: No minimum levels

Student Performance Level: NO Job skills at entry: No minimum levels required

Barriers to employment at entry: Specific to SPL 0-4: no previous work history few or no skills, insufficient education, lack of familiarity with culture and job expectations and childcare needs.

13. Competency Testing: Indicate the pre- and post-test instruments you will use to determine participant improvement.

Throughout the individualized job search training, clients will be tested orally in order to determinate their comprehension of the materials. Those receiving VESL training will be fequired to undergo a series of three CASAs tests:

14. Exit Achievement Levels: Describe the skills to be achieved by the program participants. 1) assesment  
Improvement in basic skills: Increased understanding of American job market, carreer opportunities. 2)pre-test  
3)post-test

Job skills: Ability to correctly complete applications, locate job openings, to actively participate in the job interviews.

15. Training Occupations

6-digit OES Codes  
538000

Occupational Titles  
Lodging/travel/related service occupation s

650990

Food & Beverage Industry

680350

Miscellaneous personal aid/service occupations

490230

Cashiers

SUBCONTRACTOR: AIRRC

SUBCONTRACT #:

**PARTICIPANT CHARACTERISTICS ENROLLMENT GOALS**

(Enter Number of Participants)

GENDER	Males	12	COUNTRY OF ORIGIN	Former Soviet Union	0
	Females	8		Bosnia/Eastern Europe	1
	Total	20		China/Southeast Asia	2
				Middle East	5
AGE	16 - 17	0		Africa	12
	18 - 21	2		Cuba/Central America	0
	22 - 44	13		Total	20
	45 - 54	3			
	55+	2	PUBLIC ASSISTANCE	RCA	6
	Total	20		TANF	8
				GA	6
ENGLISH PROFICIENCY	SPL 0 to 4	12		SSI	0
	SPL 5+	8		Total cash aid	20
	Total	20		No cash aid	00
			Food Stamps		

**PARTICIPANT ENROLLMENT SCHEDULE**

(Enter Cumulative Number of Participants)

MONTH	TOTAL ENROLLED	TOTAL EMPLOYED	NOT EMPLOYED	EMPLOY W HLTH.BENE.	EMPLOYED 90 DAYS	GRANT REDUCT.	GRANT TERM.
OCTOBER	3	0					
NOVEMBER	6	1					
DECEMBER	9	2					
JANUARY	10	3					
FEBRUARY	12	4					
MARCH	14	5	2		2		
APRIL	16	6	3		3	0	2
MAY	17	7	5		4	1	2
JUNE	18	8			5	2	3
JULY	19	10	6		6	3	5
AUGUST	20	12	7		8	4	7
SEPTEMBER	20	13	7	6	10	5	8
OCTOBER							
NOVEMBER							
DECEMBER							



# INITIAL DETERMINATION OF RESPONSIBILITY

PROPONENT: \_\_\_\_\_

1. Are you incorporated? ☒ Yes ☐ No  
If Yes, date incorporated: June 1984

2. Tax Status: ☐ For Profit ☒ Not For-Profit State of Incorporation: \_\_\_\_\_

3. Do you have fidelity bond coverage of at least 25% of the funds requested in this proposal? ☒ Yes ☐ No  
If No, have you ever been refused bonding? ☐ Yes ☐ No  
If Yes, please explain: \_\_\_\_\_

4. When was your last audit performed? '98 Who performed the audit? Calvin Louie & Co.  
If you have not been audited during the past two years, please explain: \_\_\_\_\_

5. Do you retain outside accounting services other than a CPA firm? ☒ Yes ☐ No  
If Yes, please name the individual(s) or firm and describe their responsibilities: Robert Shen  
responsible for financial information of the agency/budget, payment

6. List the major sources of your agency funding other than PIC within the past three (3) years:

Sources:	Amounts:	Years:
<u>MOCD</u>	<u>\$ 60,600</u>	<u>1998-2001</u>
<u>SF Foundation</u>	<u>\$ 15,000</u>	<u>1999-2001</u>
<u>Van Loben Sels Foundation</u>	<u>\$ 10,000</u>	<u>1999-2001</u>

7. List the three principal officers presently on your governing board:

Title:	Name:	Address:
<u>President</u>	<u>Frederick L. Crawford</u>	<u>728 52nd St., Richmond, CA 9</u>
<u>Secretary</u>	<u>Carrie Cook</u>	<u>1466 Waller St., SF, CA 94117</u>
<u>Treasurer</u>	<u>Waymon Oliver</u>	<u>P.O.Box 15577, SF, CA 94115</u>

8. Number of Directors on governing Board: 14 Number of Board meeting per year: 8-12  
Has any member of your governing Board or staff been convicted of a felony within the past 3 yrs? ☐ Yes ☒ No  
If Yes, please explain: \_\_\_\_\_

9. Has your Board specifically agreed to sponsor this proposed program? ☒ Yes ☐ No  
If Yes, please give date of approval: June 2, 2001  
If No, please explain: \_\_\_\_\_

10. If you are proposing a classroom or vocational training program, is the program approved by the n/a  
Council for Private Postsecondary and Vocational Education (CPPVE)? ☐ Yes ☐ No  
If Yes, please attach the most current copy of your CPPVE approval.  
If No, please explain: \_\_\_\_\_

11. Has a "Handicapped Accessibility Assessment" been performed at your facility? ☐ Yes ☒ No  
If Yes, date: \_\_\_\_\_ By whom was the assessment performed? \_\_\_\_\_

12. Was your facility found to be accessible to the:  
mobile-impaired? ☒ Yes ☐ No  
hearing-impaired? ☒ Yes ☐ No  
visually-impaired? ☒ Yes ☐ No  
If No to any of the above, do you plan to make the needed modifications? ☐ Yes ☐ No

13. Will your proposed program be accessible to the:  
mobile-impaired? ☒ Yes ☐ No  
hearing-impaired? ☒ Yes ☐ No  
visually-impaired? ☒ Yes ☐ No  
If No to any of the above, do you plan to make the needed modifications? ☐ Yes ☐ No

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION PROVIDED IN THIS INITIAL DETERMINATION OF RESPONSIBILITY IS TRUE AND CORRECT.

Rev. Ashirvadam Rayikanti  
Program Director (Typed)

Frederick L. Crawford  
Board Chairperson (Typed)

R. Al...  
Signature

For Frederick L. Crawford  
Signature



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM RESOURCES COMMITTEE

**Date:** Wednesday, September 5, 2001

**Time:** 10:00 a.m. – 12:00 noon

**Location:** Auditorium  
City College of San Francisco  
33 Gough Street  
San Francisco CA 94103

DOCUMENTS DEPT.

PROPOSED AGENDA APPEARS ON THE REVERSE SIDE

AUG 29 2001

SAN FRANCISCO  
PUBLIC LIBRARY

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at [www.ci.sf.ca.us/infoctr/sunshine/index.htm](http://www.ci.sf.ca.us/infoctr/sunshine/index.htm)

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

Issued: Monday, August 27, 2001

## PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of Minutes for August 1, 2001 (*Action Item*)\*
3. Recommendations for Federal Fiscal Year (FFY) 2001 Refugee County Plan (*Action Item*)\*\* filed under: SF W74 #3
4. Recommended Expenditure Plan for Unobligated Homeless Employment Collaborative (HEC) Funds (*Action Item*)\*\*
5. Recommended Expenditure Plan for Last Eight Months of Workforce Investment Act (WIA) Adult Program Year (PY) 2001 (*Action Item*)\*\*
6. Revisions to San Francisco's Strategic Five-Year Workforce Investment Plan (*Action Item*)\*\*
7. Scope of Program Investment Committee Activities (Continuing Discussion Item)\*\*
8. Public Testimony on Non-Agenda Items (Discussion Item)
9. Future Agenda Items (Discussion Item)
10. Adjournment (*Action Item*)

\* To be emailed 8/28/01

\*\* Information enclosed



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## MEMORANDUM

**TO:** PROGRAM RESOURCES COMMITTEE **DATE:** AUGUST 27, 2001

**FROM:** PAMELA S. CALLOWAY, PRESIDENT *PSA for FSC*

**SUBJECT:** STAFF RECOMMENDATIONS FOR FEDERAL FISCAL YEAR (FFY)  
2001 REFUGEE COUNTY PLAN

The Program Resources Committee (PRC) is asked to approve the FFY 2001 San Francisco Refugee County Plan.

### Background

The design and selection criteria for a Request For Proposals were approved by the Workforce Investment San Francisco (WISF) Board in June, and individual subcontractor program funding was approved by the Program Resources and Executive Committees in August. Elements of the RFP design and funding plan form the basis for the FFY 2001 Refugee County Plan. The attached Plan is in the format required by the California Department of Social Services' Refugee Programs Branch (RPB).

The mix of employment services planned mirrors the program funding approved by the Committees and reflects the need to offer quality training so refugees are enabled to successfully compete in the Bay Area's highly competitive labor market and keep pace with changes in the new economy. San Francisco has an abundance of overqualified job seekers with whom refugees compete. Consequently, we offer refugees vocational training, on-the-job training and individual referral training.

### County Plan Goals

The following table contains proposed FFY 2001 goals and the State-approved FFY 2000 goals. The proposed FFY 2001 caseload (enrollment) goal of 202 equals the service level (190) proposed by the agencies approved for funding through the RFP combined with the service level (12) of Jewish Vocational Service's (JVS) Targeted Assistance (TA) Discretionary Licensed Vocational Nurse (LVN) program. The average hourly wage goal (\$10) is the same as the living wage included in the City's Minimum Compensation Ordinance and was also the minimum average wage solicited in the Request For Proposals (RFP). The remaining goals are estimates based upon historical data of whom we have served and their outcomes.

	FFY 2000	FFY 2001
Caseload	278	202
Employment Entry Rate	57%	57%
Cash Assistance Termination Rate	60%	60%
Cash Assistance Reduction Rate	40%	40%
Average Hourly Wage	\$9	\$10
Employment Retention Rate (90 days)	75%	75%
Entered Employment with Health Benefits Rate	75%	75%

The Plan will be submitted for Board of Supervisors approval subsequent to WISF approval.

The Plan goals will have to be revised after we are able to determine the amount of carry-forward funds. We will make additional recommendations to the Committee at that time.

Staff will be available at your September 5<sup>th</sup> meeting to answer any questions you may have.

Attachment

cc: Refugee Proponents  
Jay Nelson, CDSS/RPB  
DHS Staff  
PIC Staff



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MEMORANDUM

TO: WORKFORCE INVESTMENT BOARD  
PROGRAM RESOURCES COMMITTEE

DATE: AUGUST 27, 2001

FROM: PAMELA S. CALLOWAY, PRESIDENT *JK for PSC.*

SUBJECT: RECOMMENDATIONS REGARDING THE DISTRIBUTION OF  
UNOBLIGATED FUNDS IN THE YEAR SIX BUDGET OF THE  
HOMELESS EMPLOYMENT COLLABORATIVE.

BACKGROUND

At your last committee meeting on August 1, 2001, you requested that the Homeless Employment Collaborative (HEC) make recommendations on how to distribute \$46,902 of unobligated funds in the Year Six (October 1, 2001 to September 30, 2002) HEC budget.

The unobligated funds are the result of two factors. First, San Francisco Vocational Services (SFVS), a Year Five HEC subcontractor, chose not to be a part of the City and County of San Francisco's application for renewal of Stewart B. McKinney funds for homeless services and secondly, Swords to Plowshares (STP) requested to change its Year Six program from an On-the-Job Training program (OJT) to a direct placement program, which you approved at your meeting on August 1, 2001. The funds previously allocated in Year Five to SFVS and the funds previously allocated in Year Five to the set aside for employer reimbursement in STP's OJT program make up the \$46,902 of unobligated funds.

RECOMMENDATIONS

The HEC subcontractors met on August 14<sup>th</sup>, 2001, discussed several possible recommendations, voted on each and are now submitting to you the following recommendations:

1. **The HEC recommends** that \$16,902 be added to the Supportive Services set aside for HEC participants' extraordinary costs such as emergency rental assistance, emergency medical and dental assistance that are necessary for a homeless individual to stay in a training program or to stay on a job.
2. **The HEC recommends** that \$30,000 be distributed to the ten Year Six subcontractors on a prorated basis of the number of planned enrollments projected for Year Six. The results of this recommendations are:

HEC Subcontractors	Number of Planned Enrollments		Additional Funds
Northern California Service League	100	(21%)	\$6,300
Community Housing Partnership	75	(16%)	\$4,800
Episcopal Community Services	75	(16%)	\$4,800
Arriba Juntos	65	(14%)	\$4,200
Swords to Plowshares	40	( 8%)	\$2,400
Catholic Charities St. Joseph Village	30	( 6%)	\$1,800
Mission Hiring Hall/SOMECE	30	( 6%)	\$1,800
Central City Hospitality House	25	( 5%)	\$1,500
Goodwill Industries, Inc.	25	( 5%)	\$1,500
Toolworks, Inc.	15	( 3%)	\$ 900
Totals	280	(100%)	\$30,000

**The PIC staff recommends** that, if the above recommendations are approved, during Year Six contract negotiations the PIC staff be authorized to negotiate increases in the service level of subcontractors on a case-by-case basis to make up for the fifteen (15) training slots that the HEC lost as a result of SFVS withdrawing from the HEC.

The PIC staff will be available at your meeting on Wednesday, September 5, 2001, to answer any questions you may have regarding these recommendations.

cc: George Smith, Mayor's Office on Homelessness  
Mikyung Kim, SHP Grants Manager, DHS  
PIC Staff  
HEC Subcontractors



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TO: PROGRAM RESOURCES COMMITTEE

DATE: AUGUST 27, 2001

FROM: PAMELA S. CALLOWAY *PS Calloway* <sup>hs</sup>

SUBJECT: EIGHT MONTHS FUNDING RECOMMENDATION FOR WIA ADULT SERVICE  
SUBCONTRACTORS

The Program Resources Committee is being asked to review staff's recommendations for an eight months continuation of funding for current Workforce Investment Act (WIA) Adult training subcontractors.

**Background:**

On June 13, 2001 the Workforce Investment Board (WIB) approved the continuation of funding for four months (July 1, 2001 - October 31, 2001) to all current adult subcontractors. This extension allowed PIC staff the opportunity to review subcontractor performance data for the full program year (July 1, 2000 - June 30, 2001). Staff was instructed to evaluate performance data that included enrollments, placements, wages and retention (retention data is not available and not included in this review).

This year San Francisco received a total Adult formula allocation of \$1,908,004. The WIB allocated formula adult funds as follows:

- Sixty-five percent (65%) to training and participant support pools.
- Thirty-five percent (35%) to the "One Stop San Francisco" Systems and its infrastructure development
- Ten percent (10 %) for PIC Administration (WIA Law).

During the month of August 2001, PIC staff identified unspent subcontractor funds from last program year in the amount of \$172,541. This brings the total amount of funds available for funding Adult programs for the remaining eight months of this program year (November 1, 2001 - June 30, 2002) to \$1,026,702 (including the \$172,541 of unspent funds from last year).

## **RECOMMENDATIONS:**

Staff proposes two scenarios for your review:

### **Scenario 1:**

- Proposes to distribute funds proportionally to all current subcontractors based on cost per participant trained.

### **Scenario 2:**

- Increased funding to Arriba Juntos (Health Careers) training programs for meeting one-hundred percent (100%) of its contract goals. (Enrollment, placement and wages.)
- Funding all subcontractors that met at least ninety percent (90%) of its enrollment goals and fifty percent (50%) of its placement goals.

In addition, staff recommends allocating \$194,235 to a set aside pool to allow subcontractors not recommended for funding to train participants through Individual Referral contracts.

The following charts are attached to this memo.

- Attachment 1- Recommendations
- Attachment 2- Performance data (July 1, 2000-June 30, 2001)
- Attachment 2,1 Performance data of June placements reported in the July report
- Attachment 3 Individual subcontractors summary performance evaluations

If you have any questions, staff will be available at the September 5, 2001 meeting to answer them.

Attachments

cc: Senior Staff  
PIC Adult Subcontractors

PY'2001 WIA Adult			Adult Program		
Subcontractors	4 Months	Participants			
Computer & Office Technology					
Goodwill Industries (GWI)	\$ 5,092	3			
Mission Lang. & Voc. School (MLVS)	\$ 24,371	8			
Intercultural Institute of California (IIC)	\$ 28,688	7			
San Francisco Vocational Services (SFVS)	\$ 14,844	3			
Construction & Cabinet Making					
Asian Neighborhood Design (AND)	\$ 18,968	5			
Young Community Developers (YCD)	\$ 18,406	4			
Food Preparation Service					
Haight Ashbury Food Program (HAFP)	\$ 13,368	3			
Ella Hill Hutch Community Center (EHH)	\$ 12,158	3			
Health Careers					
Self Help for the Elderly (SHE-HHA)	\$ 9,713	2			
Arriba Juntos (AJ)	\$ 27,163	7			
Housekeeping					
Self-Help for the Elderly (SHE)	\$ 43,839	12			
Job Readiness Training					
The Family School (TFS)	\$ 14,300	4			
On-the-Job Training					
No. Calif. Service League (NCSL)	\$ 23,743	7			
Arriba Juntos (AJ)	\$ 23,623	8			
Jewish Vocational Service (JVS)	\$ 7,342	3			
Swords to Plowshares (STP)	\$ 18,349	5			
Sub-Total	\$ 303,967	84			
On the Job Training set-aside pool	\$ 37,500	N/A			
Part. support pool (transportation, childcare)	\$ 44,576	N/A			
Individual Referral set-aside pool *					
Total	\$ 386,043	84			

## 1st Scenario

8 Months	Participants
\$ 13,076	7
\$ 62,574	21
\$ 73,662	20
\$ 38,115	8
\$ 48,703	12
\$ 47,260	11
\$ 34,325	7
\$ 31,217	8
\$ 24,939	7
\$ 69,743	17
\$ 112,562	30
\$ 36,718	11
\$ 60,962	17
\$ 60,654	21
\$ 18,852	7
\$ 47,112	14
\$ 780,474	218
\$ 137,500	N/A
\$ 108,727	N/A
\$ 1,026,701	218

## 2nd Scenario

8 Months	Participants
\$ -	0
\$ 62,574	21
\$ 73,662	20
\$ 38,115	8
\$ 48,703	12
\$ -	0
\$ 34,325	7
\$ -	0
\$ 24,939	7
\$ 69,743	17
\$ 112,562	30
\$ -	0
\$ 60,962	17
\$ 60,654	21
\$ -	0
\$ -	0
\$ 586,239	160
\$ 137,500	N/A
\$ 108,727	N/A
\$ 194,235	*
\$ 1,026,701	160

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# Workforce Investment Act Adult Subcontractors Performance as of June 30, 2001

Subcontractors	Description	Subcontract Amount	Enrollment as of 06/30/01			Placement as of 06/30/01		
			Plan	Actual	%	Plan	Actual	%
Goodwill Industries Inc.	Computer Skills	\$19,427	10	10	100%	8	1	13%
International Inst. of CA/KCI	Computer Skills	\$109,445	28	34	121%	22	8	36%
Mission Lang. & Voc. School	Computer Skills	\$92,973	30	31	103%	22	5	23%
S.F. Vocational Services	Computer Skills	\$56,630	10	11	110%	7	3	43%
Asian Neighborhood Design	Constr./Cabinet/Mainten	\$72,362	18	18	100%	12	6	50%
Young Community Developers	Constr./Cabinet/Mainten	\$70,218	15	12	80%	12	0	0%
Ella Hill Hutch Community Ctr.	Food Service	\$46,382	12	7	58%	11	0	0%
Haight Asbury Food Program	Food Service	\$51,000	10	8	80%	4	3	75%
Arriba Juntos	Health Careers	\$103,624	25	25	100%	19	20	105%
Self Help for the Elderly	Health Careers	\$37,055	9	9	100%	8	5	63%
Self Help for the Elderly	Housekeeping	\$167,243	45	45	100%	42	40	95%
The Family School	Job Readiness	\$54,555	15	7	47%	8	4	50%
Arriba Juntos	On-the-Job Training	\$90,120	30	28	93%	26	13	50%
Jewish Vocational Service	On-the-Job Training	\$28,010	10	3	30%	8	0	0%
No. California Service League	On-the-Job Training	\$90,577	26	26	100%	19	13	68%
Swords to Plowshares	On-the-Job Training	\$70,000	20	5	25%	16	0	0%
Total		\$1,159,621	313	279	89%	244	121	50%



## • 7 INTENSITY

Subcontractors		Description	Subcontract Amount	Enrollment as of 06/30/01			Placement as of 07/31/01		
				Plan	Actual	%	Plan	Actual	%
Goodwill Industries Inc.		Computer Skills	\$19,427	10	10	100%	8	1	13%
International Inst.of CA/KCI		Computer Skills	\$109,445	28	34	121%	22	11	50%
Mission Lang.& Voc. School		Computer Skills	\$92,973	30	31	103%	22	11	50%
S.F. Vocational Services		Computer Skills	\$56,630	10	11	110%	7	4	57%
Asian Neighborhood Design		Constr./Cabinet/Mainten	\$72,362	18	18	100%	12	6	50%
Young Community Developers		Constr./Cabinet/Mainten	\$70,218	15	12	80%	12	0	0%
Ella Hill Hutch Community Ctr.		Food Service	\$46,382	12	7	58%	11	0	0%
Haight Asbury Food Program		Food Service	\$51,000	10	8	80%	4	3	75%
Arriba Juntos		Health Careers	\$103,624	25	25	100%	19	20	105%
Self Help for the Elderly		Health Careers	\$37,055	9	9	100%	8	5	63%
Self Help for the Elderly		Housekeeping	\$167,243	45	45	100%	42	40	95%
The Family School		Job Readiness	\$54,555	15	7	47%	8	4	50%
Arriba Juntos		On-the-Job Training	\$90,120	30	28	93%	26	22	85%
Jewish Vocational Service		On-the-Job Training	\$28,010	10	3	30%	8	1	13%
No. California Service League		On-the-Job Training	\$90,577	26	26	100%	19	15	79%
Swords to Plowshares		On-the-Job Training	\$70,000	20	5	25%	16	0	0%
		Total	\$1,159,621	313	279	89%	244	143	59%



Subcontractor: GOODWILL INDUSTRIES, INC.

Subcontractor #: 201-176-54 ADULT

Activity: GWI-OST

	PY-2000 07/01/00 to 06/30/01	Actual	% of Plan
		07/01/00 to 06/30/01	
Budget/Expenditure	\$19,427.00	\$10,715.00	55%
Total Enrollments	10	10	100%
Total Entered Employment	8	1	13%
Total Positive	3	0	0%
Exit for Other Reasons	2	0	0%
Avreage Wage per Hour	\$7.00	\$11.41	16%
Cost per Participant	\$1,943.00	\$1,072.00	55%
<b>Barriers to Employment</b>			
Limited English Skills	1	1	100%
Offenders	4	2	50%
Homeless Individuals	2	2	100%
Disabled	0	0	0%
Older Worker	0	3	0%
Non-Traditional Jobs for Women	0	0	0%

**Narrative:**

Goodwill Industries, Inc. (GWI) provided occupational classroom training in Office Technology for qualified applicants 18 years or older. Ten (10) training slots were available. There were six training modules of eight (8) weeks each.

**Comments**

Goodwill Industries, Inc. was late in starting its program due to a delay in contract negotiations and the identification of a GWI personnel who could handle the program. Be that as it may, GWI was able to meet its enrollment goal. Placement, case management and follow-up will be done in compliance with the WIA contract.

Billing was considerably late because of staff change in the fiscal department of Goodwill; however, they were able to submit their invoices before the end of the contract period.



Subcontractor: Mission Language & Vocational School

Subcontract #201-137-55 WIA Adult Activity: OST

	PY-2000		Actual	% of Plan
	07/01/00 to 06/30/01		07/01/00 to 06/30/01	
Budget/Expenditure	\$ 92,973.00		\$ 92,973.00	100%
Total Enrollments	30		31	103%
Total Entered Employment	22		5	23%
Total Positive	21		3	14%
Exit for Other Reasons	5		6	110%
Average Wage per Hour	\$8.50		\$9.66	
Cost per Participant	\$3,099.10		\$2,999.12	
<b>Barriers to Employment</b>				
Limited English Skills	18		10	56%
Offenders	1		1	100%
Homeless Individuals	1		0	0%
Disabled	2		1	50%
Older Worker (55+)	2		1	50%
Non-Traditional Jobs Women	0		0	0%

**Narrative:** Mission Language & Vocational School (MLVS) provided Occupational English-as-a-Second Language training for clerical occupations, including English language instruction, computerized accounting, computer networking, advanced software applications, and Internet/Web fluency. All students learned basic computer skills. Training occurred over an 18-24 week period, depending on the type of training and skill level of the participant.

**Comments:** MLVS met their contract goals for enrollment, but not for placements. This was a result of their enrollments occurring during the latter part of the contract year. MLVS will continue to provide follow-up and placement services for their participants who were enrolled for the contract year 07/01/00 to 06/30/01. This information is not reflected on the chart above.

Table 1: Summary of Data	
Category	Value
Item 1	100
Item 2	200
Item 3	300
Item 4	400
Item 5	500
Item 6	600
Item 7	700
Item 8	800
Item 9	900
Item 10	1000

Table 2: Detailed Data

Category	Value
Item 1	100
Item 2	200
Item 3	300
Item 4	400
Item 5	500
Item 6	600
Item 7	700
Item 8	800
Item 9	900
Item 10	1000

Subcontractor: INTERCULTURAL INSTITUTE OF CA (IIC)

Subcontractor #: 201-139-54 WIA Adult Activity: IIC-OST

	PY-2000 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budget/Expenditure	\$109,445.00	\$109,445.00	100%
Total Enrollments	28	34	121%
Total Entered Employment	22	8	36%
Total Positive	3	0	0%
Exit for Other Reasons	6	0	0%
Average Wage per Hour	\$6.75	\$9.00	13%
Cost per Participant	\$3,909.00	\$3,230.00	83%
Barriers to Employment			
Limited English Skills	18	23	128%
Offenders	0	0	0%
Homeless Individuals	0	0	0%
Disabled	6	1	17%
Older Worker (55+)	12	6	50%
Others: new immigrants	20	15	75%
Non-Traditional Jobs for Women	0	0	0

**Narrative:** Intercultural Institute of CA (IIC) provided intensive training in office technology with emphasis in basic Microsoft Word, Access, Excel, and Power Point, A+, Web Design and Network Systems to applicants 18 years old and older. There were 28 training slots available.

**Comments:** IIC exceeded its enrollment goal that was stipulated in their contract. Most of their training ended on June 30, 2001. Placements of participants will start in the month of July and the succeeding months. IIC is committed to comply with what is required by the contract including placement of its participants in unsubsidized employment, case management and follow-up.

Date		Time		Location		Description	
1/1/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/2/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/3/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/4/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/5/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/6/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/7/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/8/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/9/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/10/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/11/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/12/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/13/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/14/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/15/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/16/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/17/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/18/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/19/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/20/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/21/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/22/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/23/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/24/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/25/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/26/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/27/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/28/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/29/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/30/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00
1/31/2020	10:00	11:00	12:00	13:00	14:00	15:00	16:00

Subcontractor: SAN FRANCISCO VOCATIONAL SERVICES

Subcontractor # 201-154-54 ADULT Activity: SFVS-OST

	PY-2000 07/01/00 to 06/30/01		Actual	% of Plan
			07/01/00 to 06/30/01	
Budget/Expenditure	\$56,630.00		\$56,630.00	100%
Total Enrollments	10		11	110%
Total Entered Employment	7		3	43%
Total Positive	0		0	0%
Exit for Other Reasons	3		1	33%
Average Wage per Hour	\$7.00		\$8.85	13%
Cost per Participant	\$4,117.00		\$3,910.00	95%
<b>Barriers to Employment</b>				
Limited English Skills	0		0	0%
Offenders	1		2	100%
Homeless Individuals	0		7	0%
Disabled	10		11	110%
Older Worker (55)+	0		0	0%
Non-Traditional Jobs for Women	0		0	0%
Others	0		0	0%

**Narrative:** San Francisco Vocational Services (SFVS) provided classroom training to disabled participants, 18 years or older in the field of office technology and clerical occupations. Ten (10) training slots were available.

**Comments** Enrollment at SFVS was open entry and open exit. Thus most of the participants finished their training on June 30, 2001. Placements, case management and follow-up will occur after June 2001 to be in compliance with the WIA contract.

Due to reduced funding , SFVS is the only agency that has allotted its WIA dollars for training services only. Core and Intensive services were provided to its participants from other funding sources.

# Mathematics

Mathematics is the study of numbers, shapes, and patterns. It is a fundamental part of science and technology.



Mathematics is a branch of science that deals with the study of numbers, shapes, and patterns.

It is a fundamental part of science and technology.

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Mathematics is a branch of science that deals with the study of numbers, shapes, and patterns.

It is a fundamental part of science and technology.

Subcontractor: ASIAN NEIGHBORHOOD DESIGN

Subcontractor #: 201-104-54 Adult Activity: AND-OST

	PY-2000 07/01/00 to 06/30/01		Actual	% of Plan
			07/01/00 to 06/30/01	
Budget/Expenditure	\$72,362.00		\$64,146.07	87%
Total Enrollments	18		18	100%
Total Entered Employment	12		6	50%
Total Positive	4		0	0%
Exit for Other Reasons	3		1	33%
Average Wage per Hour	\$7.00		\$8.85	13%
Cost per Participant	\$4,117.00		\$3,563.00	87%
Barriers to Employment				
Limited English Skills	2		2	100%
Offenders	6		9	150%
Homeless Individuals	3		6	200%
Disabled	0		3	0%
Older Worker	0		0	0%
Non-Traditional Jobs for Women	10		10	100%

**Narrative:** Asian Neighborhood Design (AND) provided classroom training to participants who were 18 years and older and who demonstrated interest in construction, carpentry, and cabinet making. The training period was for 16 weeks. There were eighteen (18) slots available.

**Comments:** AND administered a very good program. It reached 100% of its enrollment goals and are currently working on the placement of its participants into unsubsidized employment. Placement numbers will be reflected in the next monthly MIS reports. As per the contract, AND is committed to do at least six months follow-up from the time of placement including case management.

Date		Description		Amount	
1900	Jan 1	Balance		100.00	
	Feb 1	Received from A		50.00	
	Mar 1	Received from B		75.00	
	Apr 1	Received from C		125.00	
	May 1	Received from D		150.00	
	Jun 1	Received from E		200.00	
	Jul 1	Received from F		250.00	
	Aug 1	Received from G		300.00	
	Sep 1	Received from H		350.00	
	Oct 1	Received from I		400.00	
	Nov 1	Received from J		450.00	
	Dec 1	Received from K		500.00	
	Total			2500.00	

The above statement shows the balance of the account for the year 1900. The total amount received during the year is \$2500.00. The balance at the end of the year is \$100.00.

The following statement shows the balance of the account for the year 1901. The total amount received during the year is \$2500.00. The balance at the end of the year is \$100.00.

Subcontractor:

Young Community Developers

Subcontract #201-164-54

WIA-Adult

Activity: OST

	PY-2000 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budget/Expenditure	\$ 70,218.00	\$ 70,218.00	100%
Total Enrollments	15	12	80%
Total Entered Employment	12	0	0%
Total Positive	4	0	0%
Exit for Other Reasons	3	0	0%
Average Wage per Hour	\$7.00	\$0.00	
Cost per Participant	\$4,681.20	\$5,851.50	
<b>Barriers to Employment</b>			
Limited English Skills	0	0	0%
Offenders	8	5	63%
Homeless Individuals	2	1	50%
Disabled	0	0	0%
Older Worker (55+)	0	0	0%
Non-Traditional Jobs Woman	2	6	300%

**Narrative:** Young Community Developers (YCD) provided construction trade training focusing on industries of hazardous material management and removal; remediation of contaminated sites; basic carpentry; and construction truck driving. The training period is 3 months.

**Comments:** YCD Reached 80% of their enrollment goals and are currently working on the process of exiting and placing their participants into employment. The exit numbers should be reflected in next months MIS report.

# Mathematics

Chapter 1

Chapter 2

Chapter 3

<p>1.1</p> <p>1.2</p> <p>1.3</p> <p>1.4</p> <p>1.5</p> <p>1.6</p> <p>1.7</p> <p>1.8</p> <p>1.9</p> <p>1.10</p> <p>1.11</p> <p>1.12</p> <p>1.13</p> <p>1.14</p> <p>1.15</p> <p>1.16</p> <p>1.17</p> <p>1.18</p> <p>1.19</p> <p>1.20</p> <p>1.21</p> <p>1.22</p> <p>1.23</p> <p>1.24</p> <p>1.25</p> <p>1.26</p> <p>1.27</p> <p>1.28</p> <p>1.29</p> <p>1.30</p> <p>1.31</p> <p>1.32</p> <p>1.33</p> <p>1.34</p> <p>1.35</p> <p>1.36</p> <p>1.37</p> <p>1.38</p> <p>1.39</p> <p>1.40</p> <p>1.41</p> <p>1.42</p> <p>1.43</p> <p>1.44</p> <p>1.45</p> <p>1.46</p> <p>1.47</p> <p>1.48</p> <p>1.49</p> <p>1.50</p> <p>1.51</p> <p>1.52</p> <p>1.53</p> <p>1.54</p> <p>1.55</p> <p>1.56</p> <p>1.57</p> <p>1.58</p> <p>1.59</p> <p>1.60</p> <p>1.61</p> <p>1.62</p> <p>1.63</p> <p>1.64</p> <p>1.65</p> <p>1.66</p> <p>1.67</p> <p>1.68</p> <p>1.69</p> <p>1.70</p> <p>1.71</p> <p>1.72</p> <p>1.73</p> <p>1.74</p> <p>1.75</p> <p>1.76</p> <p>1.77</p> <p>1.78</p> <p>1.79</p> <p>1.80</p> <p>1.81</p> <p>1.82</p> <p>1.83</p> <p>1.84</p> <p>1.85</p> <p>1.86</p> <p>1.87</p> <p>1.88</p> <p>1.89</p> <p>1.90</p> <p>1.91</p> <p>1.92</p> <p>1.93</p> <p>1.94</p> <p>1.95</p> <p>1.96</p> <p>1.97</p> <p>1.98</p> <p>1.99</p> <p>1.100</p>	<p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p> <p>2.6</p> <p>2.7</p> <p>2.8</p> <p>2.9</p> <p>2.10</p> <p>2.11</p> <p>2.12</p> <p>2.13</p> <p>2.14</p> <p>2.15</p> <p>2.16</p> <p>2.17</p> <p>2.18</p> <p>2.19</p> <p>2.20</p> <p>2.21</p> <p>2.22</p> <p>2.23</p> <p>2.24</p> <p>2.25</p> <p>2.26</p> <p>2.27</p> <p>2.28</p> <p>2.29</p> <p>2.30</p> <p>2.31</p> <p>2.32</p> <p>2.33</p> <p>2.34</p> <p>2.35</p> <p>2.36</p> <p>2.37</p> <p>2.38</p> <p>2.39</p> <p>2.40</p> <p>2.41</p> <p>2.42</p> <p>2.43</p> <p>2.44</p> <p>2.45</p> <p>2.46</p> <p>2.47</p> <p>2.48</p> <p>2.49</p> <p>2.50</p> <p>2.51</p> <p>2.52</p> <p>2.53</p> <p>2.54</p> <p>2.55</p> <p>2.56</p> <p>2.57</p> <p>2.58</p> <p>2.59</p> <p>2.60</p> <p>2.61</p> <p>2.62</p> <p>2.63</p> <p>2.64</p> <p>2.65</p> <p>2.66</p> <p>2.67</p> <p>2.68</p> <p>2.69</p> <p>2.70</p> <p>2.71</p> <p>2.72</p> <p>2.73</p> <p>2.74</p> <p>2.75</p> <p>2.76</p> <p>2.77</p> <p>2.78</p> <p>2.79</p> <p>2.80</p> <p>2.81</p> <p>2.82</p> <p>2.83</p> <p>2.84</p> <p>2.85</p> <p>2.86</p> <p>2.87</p> <p>2.88</p> <p>2.89</p> <p>2.90</p> <p>2.91</p> <p>2.92</p> <p>2.93</p> <p>2.94</p> <p>2.95</p> <p>2.96</p> <p>2.97</p> <p>2.98</p> <p>2.99</p> <p>2.100</p>	<p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p> <p>3.7</p> <p>3.8</p> <p>3.9</p> <p>3.10</p> <p>3.11</p> <p>3.12</p> <p>3.13</p> <p>3.14</p> <p>3.15</p> <p>3.16</p> <p>3.17</p> <p>3.18</p> <p>3.19</p> <p>3.20</p> <p>3.21</p> <p>3.22</p> <p>3.23</p> <p>3.24</p> <p>3.25</p> <p>3.26</p> <p>3.27</p> <p>3.28</p> <p>3.29</p> <p>3.30</p> <p>3.31</p> <p>3.32</p> <p>3.33</p> <p>3.34</p> <p>3.35</p> <p>3.36</p> <p>3.37</p> <p>3.38</p> <p>3.39</p> <p>3.40</p> <p>3.41</p> <p>3.42</p> <p>3.43</p> <p>3.44</p> <p>3.45</p> <p>3.46</p> <p>3.47</p> <p>3.48</p> <p>3.49</p> <p>3.50</p> <p>3.51</p> <p>3.52</p> <p>3.53</p> <p>3.54</p> <p>3.55</p> <p>3.56</p> <p>3.57</p> <p>3.58</p> <p>3.59</p> <p>3.60</p> <p>3.61</p> <p>3.62</p> <p>3.63</p> <p>3.64</p> <p>3.65</p> <p>3.66</p> <p>3.67</p> <p>3.68</p> <p>3.69</p> <p>3.70</p> <p>3.71</p> <p>3.72</p> <p>3.73</p> <p>3.74</p> <p>3.75</p> <p>3.76</p> <p>3.77</p> <p>3.78</p> <p>3.79</p> <p>3.80</p> <p>3.81</p> <p>3.82</p> <p>3.83</p> <p>3.84</p> <p>3.85</p> <p>3.86</p> <p>3.87</p> <p>3.88</p> <p>3.89</p> <p>3.90</p> <p>3.91</p> <p>3.92</p> <p>3.93</p> <p>3.94</p> <p>3.95</p> <p>3.96</p> <p>3.97</p> <p>3.98</p> <p>3.99</p> <p>3.100</p>
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2.101 2.102 2.103 2.104 2.105 2.106 2.107 2.108 2.109 2.110 2.111 2.112 2.113 2.114 2.115 2.116 2.117 2.118 2.119 2.120 2.121 2.122 2.123 2.124 2.125 2.126 2.127 2.128 2.129 2.130 2.131 2.132 2.133 2.134 2.135 2.136 2.137 2.138 2.139 2.140 2.141 2.142 2.143 2.144 2.145 2.146 2.147 2.148 2.149 2.150 2.151 2.152 2.153 2.154 2.155 2.156 2.157 2.158 2.159 2.160 2.161 2.162 2.163 2.164 2.165 2.166 2.167 2.168 2.169 2.170 2.171 2.172 2.173 2.174 2.175 2.176 2.177 2.178 2.179 2.180 2.181 2.182 2.183 2.184 2.185 2.186 2.187 2.188 2.189 2.190 2.191 2.192 2.193 2.194 2.195 2.196 2.197 2.198 2.199 2.200

Subcontractor: Haight Ashbury Food Program

Subcontract #201-257-54

WIA-ADULT

Activity:OST

	PY-2000 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budgets/Expenditure	\$51,000	\$ 49,941.73	98%
Total Enrollments	10	8	80%
Total Entered Employment	4	3	75%
Total Positive	4	0	0%
Exit for Other Reasons	2	1	50%
Average Wage per Hour	\$9/hr	\$10.25/hr	
Cost per Participant	\$5,240.00	\$6,506.25	
<b>Barriers to Employment</b>			
Limited English Skills	1	0	0%
Offenders	3	2	67%
Homeless Individuals	7	6	86%
Disabled	1	0	0%
Older Worker (55+)	1	0	0%
Non-Traditional Jobs Woman	0	0	0%

**Narrative:** HAFP provided classroom training for the food preparation and service industry. Training occurs over a 12-week period. There were ten (10) slots available for adult participants

**Comments:** Due to the fact that the enrollment deadline has already passed, HAFP will not be able to reach their total enrollment goal of ten (10) participants. However, they did enroll eight (8) participants which is 80% of their original plan. HAFP will continue to provide follow-up and placement services for the participants that were enrolled during the 07/01/00-06/30/01 contract period.

Date	Time	Location

The following information was obtained from the above table:

Date	Time	Location	Remarks

Subcontractor: Ella Hill Hutch Community Center

Subcontract: #201-255-54 WIA Adult

Activity: OST

	PY-2000 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budget/Expenditure	\$ 46,381.00	\$ 45,525.49	98%
Total Enrollments	12	7	58%
Total Entered Employment	11	0	0%
Total Positive	0	0	0%
Exit for Other Reasons	1	0	0%
Average Wage per Hour	\$7.00	\$0.00	
Cost per Participant	\$3,865.00	\$6,503.64	
<b>Barriers to Employment</b>			
Limited English Skills	2	0	0%
Offenders	3	0	0%
Homeless Individuals	0	1	0%
Disabled	0	1	0%
Older Worker (55+)	0	0	0%
Non-Traditional Jobs Women	0	0	0%

**Narrative:** Ella Hill Hutch Community Center (EHHCC) provided classroom training in the culinary arts, including computer skills training and internship. Training occurred over a 12-week period.

**Comments:** Ella Hill Hutch Community Center (EHHCC) had difficulty recruiting participants for various reasons. Their program was offered in the evening, participants with children often stated that during the evening hours it was hard to find child care providers. Also, EHHCC had limited access to the DHS employment specialist, only 1-3 referrals contacted them through DHS referrals. EHHCC will be exiting and placing participants into employment over the next couple of months as well as providing follow up services for them. This information will be reflected on future MIS reports.



Subcontractor: SELF-HELP FOR THE ELDERLY

Subcontract #: 201-158-54 Adult Activity: SHE-OST

	PY-2000 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budget/Expenditure	\$37,055.00	\$35,190.00	95%
Total Enrollments	9	9	100%
Total Entered Employment	8	5	63%
Total Positive	0	0	0%
Exit for Other Reasons	1	0	0%
Average Wage per Hour	\$7.00	\$8.85	12%
Cost per Participant	\$4,117.00	\$3,910.00	95%
<b>Barriers to Employment</b>			
Limited English Skills	9	9	100%
Offenders	0	0	0%
Homeless Individuals	0	0	0%
Disabled	0	0	0%
Older Worker (55+)	3	3	100%
Others(new Immigrants)	7	3	43%
Non-Traditional Jobs for Women	0	0	0%

**Narrative:** Self-Help for the Elderly (SHE) provided occupational classroom training for Home Health Aides for participants ages 45-55 or older, and who had limited English speaking ability. Nine (9) slots were available.

**Comments** SHE administered an excellent program and has a history of achieving all its contract goals in an efficient and in a timely manner. SHE achieved 100% of its enrollment goals. Likewise, 100% of its placement goal will be reflected in the next months MIS report. Follow-up and case management will also be done in the succeeding months.

# UNIT 1: THE HISTORY OF THE UNITED STATES

Page 1 of 1

UNIT 1: THE HISTORY OF THE UNITED STATES

Topic	Sub-Topic	Notes
The Founding of the United States	The American Revolution	The American Revolution was a war fought between the thirteen original colonies and the Kingdom of Great Britain, from 1775 to 1781. The revolution resulted in the colonies gaining independence and becoming the United States of America.
	The Declaration of Independence	The Declaration of Independence was a formal statement by which the thirteen original colonies declared their independence from Great Britain, on July 4, 1776.
	The Constitution	The Constitution is the supreme law of the United States, which defines the structure and powers of the federal government, and the rights of the states and the people.
	The Bill of Rights	The Bill of Rights is the first ten amendments to the Constitution, which guarantee the basic rights and freedoms of the American people.
The Expansion of the United States	Westward Expansion	Westward Expansion was the movement of settlers from the eastern United States to the western United States, driven by the desire for land and resources.
	The Louisiana Purchase	The Louisiana Purchase was the acquisition of the Louisiana Territory by the United States from France, in 1803, doubling the size of the country.
	The Mexican-American War	The Mexican-American War was a conflict between the United States and Mexico, from 1846 to 1848, resulting in the United States gaining territory in the southwestern United States.
	The Gold Rush	The Gold Rush was a period of mass migration to California in search of gold, starting in 1848 and peaking in 1849.
The Civil War and Reconstruction	The Civil War	The Civil War was a conflict between the Union and the Confederacy, from 1861 to 1865, fought over the issue of slavery.
	Reconstruction	Reconstruction was the period of rebuilding the South after the Civil War, from 1865 to 1877, aimed at restoring the Union and integrating African Americans into society.
	The Emancipation Proclamation	The Emancipation Proclamation was a decree issued by President Abraham Lincoln in 1863, declaring that all slaves in the Confederate States were free.
	The Freedmen's Bureau	The Freedmen's Bureau was a federal agency established in 1865 to assist African Americans in the South with education, employment, and legal matters.
The Progressive Era	The Progressive Movement	The Progressive Movement was a social and political movement that sought to reform society and address the problems caused by industrialization and urbanization.
	The Progressive Era	The Progressive Era was a period of social and political reform in the United States, from the 1890s to the 1920s, aimed at addressing the problems of the industrial revolution.
	The New Deal	The New Deal was a series of programs and policies implemented by President Franklin D. Roosevelt in the 1930s, aimed at providing relief, recovery, and reform during the Great Depression.
	The Great Depression	The Great Depression was a severe economic downturn that began in 1929 and lasted until the mid-1930s, characterized by widespread unemployment and poverty.

UNIT 1: THE HISTORY OF THE UNITED STATES

Subcontractor: ARRIBA JUNTOS

Subcontract: #201-102-54

WIA-ADULT

Activity: OST

	Plan 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budgets/Expenditure	\$103,624.00	\$103,020.26	99%
Total Enrollments	25	25	100%
Total Entered Employment	19	20	105%
Total Positive	21	20	95%
Exit for Other Reasons	4	3	75%
Average Wage per hour	9.00	\$9.94	110%
Cost per Participant	4,144.00	\$4,121.00	99%
<b>Barriers to Employments:</b>			
Limited English Skills	25	25	100%
Offenders	0	0	0%
Homeless Individuals	2	2	100%
Disabled	0	0	0%
Older Worker	0	0	0%
Non-Traditional Jobs for Women	0	0	0%

**Narrative:**

Arriba Juntos (AJ) offered classroom training for Certified Nursing Assistant and Home Health Aide occupations. Training occurred over a 3 month period. Twenty-five (25) training slots were available.

**Comments:**

AJ achieved their contract goals in the CNA /HHA occupational training program. They have engaged in a vigorous and varied recruitment campaign during the contract period, including 4,000 flyers that were sent city-wide, presentations given at community and religious organizations that resulted in them achieving their goals. The challenge of reaching and staying in contact with their clients was done successfully by their team of experienced case workers.



Subcontractor: SELF-HELP FOR THE ELDERLY

Subcontractor #: 201-158-54-1 WIA Adult

Activity: SHE-OST-1

	PY-2000 07/01/00 to 06/30/01	PI	Actual 07/01/00 to 06/30/01	% of Plan
Budget/Expenditure	\$160,967.00		\$158,518.00	98%
Total Enrollments	45		45	100%
Total Entered Employment	42		39	93%
Total Positive	0		0	0%
Exit for Other Reasons	3		0	0%
Average Wage per Hour	\$7.00		\$8.75	125%
Cost per Participant	\$3,577.00		\$3,523.00	98%
<b>Barriers to Employment</b>				
Limited English Skills	45		45	100%
Offenders	0		0	0%
Homeless Individuals	0		0	0%
Disabled	0		1	0%
Older Worker	45		45	100%
Non-Traditional Jobs for Women	0		0	0%
New Immigrants	35		35	100%
Others	0		0	0%

**Narrative:** Self-Help for the Elderly (SHE) provided occupational classroom training in Housekeeping and Vocational ESL for participants 55 years or older who had limited English speaking ability. There were 45 slots available.

**Comments** SHE administered an excellent program and has a history of achieving all its program goals in a timely manner. SHE achieved 100% of its enrollment goals. It will also achieve a 100% of its placement goal which as will be reflected in the next monthly MIS reports. Follow-up and case management will be conducted in the succeeding months.

# Mathematics

Page 1

1. Introduction

2. Basic Concepts

3. Advanced Topics

1.1. The history of mathematics is a long and fascinating one, spanning thousands of years. It is a story of human curiosity and the quest for knowledge.	2.1. The basic concepts of mathematics are the foundation upon which all other knowledge is built. These concepts include numbers, shapes, and patterns.	3.1. Advanced topics in mathematics explore the frontiers of knowledge, often leading to new discoveries and innovations.
1.2. Mathematics is a universal language that transcends cultural and linguistic barriers. It provides a common framework for understanding the world around us.	2.2. The study of mathematics is not just about numbers and formulas; it is also about the logical reasoning and problem-solving skills that are essential for success in many fields.	3.2. The application of mathematics in science and technology has revolutionized our lives, leading to the development of new products and services.

4. Conclusion

5. References

6. Appendix

Mathematics is a vast and ever-expanding field of study. It is a discipline that challenges the mind and rewards the curious. Whether you are a student, a professional, or simply someone who enjoys a good puzzle, there is always something new to learn in the world of mathematics.

Subcontractor: The Family School

Subcontract #201-192-53      WIA Adult      Activity: JRT

	PY-2000 07/01/00 to 06/30/01	Actual	% of Plan
Budget/Expenditure	\$ 54,555.00	\$ 46,636.76	85%
Total Enrollments	15	7	47%
Total Entered Employment	8	4	50%
Total Positive	0	0	0%
Exit for Other Reasons	7	0	0%
Average Wage per Hour	\$7.00	\$11.38	
Cost per Participant	\$3,637	\$6,662	
Barriers to Employment	0	0	0%
Limited English Skills	0	0	0%
Offenders	2	0	0%
Homeless Individuals	0	2	0%
Disabled	0	0	0%
Older Worker (55+)	0	0	0%
Non-Traditional Jobs Women	0	0	0%

**Narrative:** The Family School (TFS) provided employment, training and placement services through STRIVE, a work readiness program which focused on basic skills and General Equivalency Diploma (GED) to participants. The training period is 3 weeks.

**Comments:** According to The Family School, the certification and enrollment paperwork process was intensive and challenging to learn. Their solution was to have one person assigned the responsibility of handling the WIA process. TFS will continue to provide follow-up and placement services for their participants who were enrolled for the contract year 07/01/00 to 03/30/01. This information is not reflected on the chart above.



Subcontractor:

Northern California Service League

Subcontract: # 201-193-55

WIA-ADULT

Activity: OST/OJT

	Plan 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budgets/Expenditure	\$90,578.00	\$90,578.00	100%
Total Enrollments	26	26	100%
Total Entered Employment	19	13	68%
Total Positive	4	0	0%
Exit for Other Reasons	0	0	0%
Average Wage per hour	\$7.00	\$7.00	100%
Cost per Participant	\$3,484.00	\$3,484.00	100%
<b>Barriers to Employments:</b>			
Limited English Skills	10	18	180%
Offenders	26	25	96%
Homeless Individuals	4	13	325%
Disabled	1	1	100%
Older Worker	1	1	100%
Non-Traditional Jobs for Women	0	0	0%

**Narrative:**

Northern California Service League (NCSL) operated an individual referral (IR) and on-the-job training (OJT) program for individuals who were ex-offenders with an emphasis on African-American ex-offenders. The program assisted San Francisco residents who were ex-offenders transition into employment.

**Comments:**

NCSL achieved their enrollment goals in their IR and OJT programs. NCSL worked with ex-offenders, who were homeless and long term unemployed which makes it harder to match employer willing to work with them. In spite of the various barriers, NCSL met their enrollment goals; the placements for some of their OJT contracts will occur after their training.



Subcontractor:

ARRIBA JUNTOS

Subcontract: #201-102-55

WIA-ADULT

Activity: OJT

	Plan 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budgets/Expenditure	\$90,120.00	\$87,817.43	97%
Total Enrollments	30	28	93%
Total Entered Employment	26	13	50%
Total Positive	21	20	95%
Exit for Other Reasons	0	0	0%
Average Wage per hour	\$8.00	\$10.13	127%
Cost per Participant	\$3,004.00	\$3,136.00	104%
<b>Barriers to Employments:</b>			
Limited English Skills/Low Income	30	28	93%
Offenders	5	2	40%
Homeless Individuals	8	3	38%
Disabled	1	3	300%
Older Worker	3	3	100%
Non-Traditional Jobs for Women	0	0	0%

**Narrative:**

Arriba Juntos (AJ) offered on-the-job training opportunities in clerical, information technology and other occupations. Training ranged from 1 to 3 months. Thirty (30) slots were available.

**Comments:**

AJ submitted 29 OJT contract enrollments by the PIC's deadline, June 30, 2001. However, one of the contracts was submitted with missing paperwork and could not be included in the June MIS report. Arriba Juntos has a Placement Center that was accessible to all low-income San Francisco residents, several of whom were placed through the OJT program.



Subcontractor:

JEWISH VOCATIONAL SERVICE

Subcontract #201-168-55

WIA-ADULT

Activity: OJT

	Plan 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budgets/Expenditure	\$28,010.00	\$28,010.00	100%
Total Enrollments	10	3	30%
Total Entered Employment	8	0	0%
Total Positive	0	0	0%
Exit for Other Reasons	2	0	0%
Average Wage per hour	\$8.00	\$0.00	0%
Cost per Participant	\$2,801.00	\$9,337.00	333%
<b>Barriers to Employments:</b>			
Limited English Skills/Low Income	10	3	30%
Offenders	2	0	0%
Homeless Individuals	1	0	0%
Disabled	1	0	0%
Older Worker	1	0	0%
Non-Traditional Jobs for Women	0	0	0%

**Narrative:**

Jewish Vocational Service (JVS) offered on-the-job training for food preparation and the service industry. Training occurred over a 12-week period. Ten (10) training slots are available.

**Comments**

JVS's problems in filling their OJT slots were income eligibility, client job readiness and employer's unwillingness to train on the job. JVS clients who met the income requirements have been long-term unemployed and were often unprepared to be successful on the job. Employers were often reticent to embark upon an OJT with an employee who had minimum job experience. The income requirements have proven to be the greatest barrier in the JVS OJT contract.

Table 1: Summary of Data	
Category	Value
Item 1	100
Item 2	200
Item 3	300
Item 4	400
Item 5	500
Item 6	600
Item 7	700
Item 8	800
Item 9	900
Item 10	1000

Table 2: Detailed Data

Category	Value
Item 1	100
Item 2	200
Item 3	300
Item 4	400
Item 5	500
Item 6	600
Item 7	700
Item 8	800
Item 9	900
Item 10	1000

Subcontractor:

SWORDS TO PLOWSHARES

Subcontract: # 201-159-55

WIA-ADULT

Activity: OJT

	Plan 07/01/00 to 06/30/01	Actual 07/01/00 to 06/30/01	% of Plan
Budgets/Expenditure	\$70,000.00	\$57,660.21	82%
Total Enrollments	20	5	25%
Total Entered Employment	16	0	0%
Total Positive	0	0	0%
Exit for Other Reasons	4	0	0%
Average Wage per hour	\$7.00	\$0.00	0%
Cost per Participant	\$3,500.00	\$11,532.00	329%
<b>Barriers to Employments:</b>			
Limited English Skills	0	0	0%
Offenders	3	1	33%
Homeless Individuals	8	2	25%
Disabled	4	1	25%
Older Worker (55+)	2	2	100%
Non-Traditional Jobs Women	0	0	0%

**Narrative:** Swords to Plowshares (STP) offered on-the-job training opportunities to veterans, 18 years or older with limited job skills. This program assisted veterans in the transition to employment. Twenty (20) training slots were available.

**Comments:** STP planned to serve veteran clients with barriers such as offenders, homeless, disabled and older worker. These are hard to serve population and STP served as per record a disabled participant, two older workers and two veterans that were ex-offenders, total of 5 clientele.

Swords to Plowshares faced a challenge of working with veterans suffering from a multitude of mental health and substance abuse issues. STP referred their mental health clients to various agencies and enrolled them in vocational training programs to strengthen their marketable skills. STP assisted program participants with housing needs in order to stabilize their living situation and increase their chances of retaining a job. STP had taken a pro-active approach of not only recruiting participants but participated actively in the stabilization of veterans to enhance job readiness.



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE      DATE: AUGUST 27, 2001  
FROM: TRENT RHORER, CHAIR *WIA for TR*  
SUBJECT: SAN FRANCISCO STRATEGIC FIVE-YEAR LOCAL WORKFORCE  
INVESTMENT PLAN

The Workforce Investment Act (WIA) of 1998 requires that all local areas submit a "Strategic Five Year Local Workforce Investment Plan" outlining the local areas plans for implementing WIA. San Francisco submitted this plan to the state of California in February 2000, prior to the formation of Workforce Investment San Francisco (WISF).

Now that San Francisco's local board, WISF, is empanelled it must undertake to review, modify, and formally adopt this "Strategic Five Year Local Workforce Investment Plan." Each committee of WISF has been asked to review and make recommendations for modifying this plan by the end of October. The Executive Committee will integrate the input of each committee and present a revised plan to WISF at the November meeting.

The Program Resources Committee will have an initial discussion of this plan at our September 5<sup>th</sup> meeting. I have asked staff to make a brief presentation on particular sections of the plan that relate most closely to the work of this committee. We will join with the One Stop Committee in hosting a workgroup to craft revisions to the plan between our September and October meetings. I propose that we have a report on the outcomes of that workgroup at our October meeting, and act to further modify and/or adopt those changes at that time.

Enclosure

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AUG 29 2001

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cc: PIC Staff



## **The San Francisco Initial Strategic Five-Year Workforce Investment Plan**

Pursuant to the Workforce Investment Act of 1998, each Local Workforce Investment Area (San Francisco) and each State must develop a five-year plan for workforce development. This Plan was developed during the period, November 1999 – February 2000 through a series of public meetings convened by the Strategic Transition Committee (appointed by the Chairman of the Private Industry Council). The State of California has conditionally approved this Plan.

It is the responsibility of this Board to ratify or modify this plan for San Francisco. Action to consider the Plan will be an Agenda item at a future Board meeting. The Executive Summary of the Plan is reproduced here on colored paper (mint green). The text of the Plan, without Appendices, is also included.

The Plan is posted on the website of the Private Industry Council, Inc. at [www.picsf.org](http://www.picsf.org)

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## EXECUTIVE SUMMARY

*Enclose a brief summary, not more than two pages, of the five-year strategic local plan that gives a general overview of the proposed local workforce investment system. Include a description of how the system looks today, and how it will change over the five-year plan period. Include a discussion of the local board's economic and workforce investment goals and how the local system will support these goals.*

During the next five years, the San Francisco Workforce Investment Board (WIB) and Chief Elected Official of the San Francisco Workforce Investment Area will develop a system that increases its contribution in providing a competitive workforce to local business. Through the establishment of One Stop Career Centers and Access Points, the system will offer all eligible individuals the opportunity to maximize their employment potential. The Centers will offer a variety of information and training services based on individual needs and employers will be provided with access to workers that will support economic growth by helping them compete in the global economy.

To accomplish this vision, the San Francisco Workforce Investment system will streamline services currently offered through multiple agencies and multiple locations by consolidating services through One Stop Centers and Access Points when possible. The consolidation will allow for customer needs to be met in a more efficient manner, and will expand the current customer base of the programs. Duplication of services by different organizations and agencies will be avoided whenever possible. Timelines will be established for data sharing between agencies, with the ultimate goal being full integration in the foreseeable future.

All services will be aimed at helping individuals manage their own careers. The system will establish services that seek to provide individuals with information necessary to make informed consumer choices regarding their careers and the selection of training providers. Services will be provided according to individual needs, so that individuals with deficiencies or barriers to employment and advancement will be provided more intensive training as resources permit. Contracts for services to specialized populations and Individual Training Accounts will be established for those requiring such support.

A core set of career decision-making and job search tools will be available through the One Stop Centers and Access Points on a non-discriminatory basis. All Centers will meet the requirements of the Americans with Disabilities Act (ADA) and will provide reasonable accommodations to individuals who may have special needs. The system will also comply with Title VI of the Civil Rights Act, the Dymally-Alatorre Act, and any other federal, state or local law that provides for services to limited English proficient individuals. San Francisco will deliver its workforce investment services in a manner that does not discriminate on the basis of religion, sex, sexual orientation, pregnancy or age.

Responsibility for success of the workforce system rests with a partnership between the Workforce Investment Board and the Mayor. This partnership will monitor service providers and program operators on an on-going basis, to ensure the achievement of its established performance outcomes. The Board will establish program outputs for job placement, earnings, retention in unsubsidized employment, skill gains and certifications/credentials earned in specific occupational or academic areas.

The Mayor, recognizing the need for a strong Workforce Investment Board, will encourage active private sector participation, and will encourage contributions of training and resources from the private sector. The Board will strategically plan for the use of workforce resources, establish performance levels for all workforce programs, and provide oversight of the One Stop.

Additionally, the Board will negotiate Memoranda of Understanding with all One Stop partners, ensuring that all partners have an equity stake in and a responsibility for the One Stop system.

The WIB will provide sufficient guidance for the One Stop system and training providers, but not to a degree that would stifle flexibility and creativity in meeting the needs of individual job seekers and local employers. The WIB will focus on building responsive systems that respond to the ever-changing needs of a dynamic labor market and the emergence of a new economy.

The WIB will conduct a thorough labor market analysis of the area that will guide the selection of those placed on the authorized list of training providers. Other projects may be developed over time that respond to special needs of the employer community, to address specialized needs relating to skill and labor shortages.

A Youth Council is being established to improve youth programs and to act as an advocate in the community for youth. There will be improved linkages between academic and occupational learning and other youth development activities in the city. Youth will be provided opportunities to achieve career goals to enhance their ability to compete in the labor market. Resources will be provided to youth serving agencies that have a proven track record, and the network of youth activities offered will provide all of the basic program design elements in the Workforce Investment Act.

Quality principles will guide the remaking of the Workforce System throughout the process. These include the development of effective leadership, the creation of action plans and strategic objectives, the customer focused design of products and service delivery, the use of performance data and information, employee training and development, and a focus on bottom line results to business.

An inclusive process was used to develop this plan. Two transition committees, one focused on youth, held eleven public meetings during the months of January and February 2000. Meetings were well publicized and well attended. Public testimony and comments were provided and considered at each meeting, in addition to comments provided by U.S. mail and e-mail. At least three business meetings were held by each body to clarify issues and decision points, followed by a Town Hall meeting to listen, followed in turn by a meeting to integrate comments and make decisions. At most meetings, requests for special consideration focused on the needs of persons with multiple barriers, the homeless, those who do not speak English, contracts and the roles of community-based agencies, and the adverse impact that will occur without a strong summer program for youths.

This document is a plan to plan. It presents an idealized workforce development system as it ought to be. It maintains a vitally needed focus on closing the employment gaps for targeted hard to serve persons while also addressing the employment needs of the universal population. It recognizes areas that require holistic solutions. It is designed specifically to meet the needs of persons with multiple barriers, low income and welfare recipients and the disabled, among others, and it will prioritize funding when resources are limited.

In five years, the San Francisco workforce development system will evolve into a more efficient, user friendly, customer focused, results driven system serving a broader range of clients than the system that exists today. It will adapt to change within the labor market. Business will perceive real value in our services. Our ability to provide skilled workers to local employers will far surpass the capacity of the current system.

## I. PLAN DEVELOPMENT PROCESS

*WIA gives States and local areas a unique opportunity to develop employment and training systems tailored specifically to State and local area needs. The local plan is only as effective as the partnership that implements it. The plan should represent a collaborative process among the Chief Elected Official and the local system partners. This collaboration will create a shared understanding of the local area's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. This collaborative planning at all stages should drive local system development, create strategies for improvement, and provide the opportunity for stakeholder and public participation, review and comment.*

*In this section, describe the plan development process, including a discussion of how comments received during the public comment period were incorporated within the plan. [WIA, Section 118(c)(1)]*

*(Please note: we recognize that local areas are required to develop various related local plans and we encourage you, whenever feasible and appropriate, to use planning information that has already been developed. However, the data you use must be accurate and current.)*

*A. What was the role of the Chief Elected Official in developing the plan? [WIA, Section 118(a)]*

In March of 1999, the Mayor of San Francisco asked the Governor to designate the City and County of San Francisco to be a Local Workforce Investment Area under section 116 (a)(2) of the Workforce Investment Act and to certify the Private Industry Council of San Francisco as the Alternative Entity for San Francisco's Workforce Investment Board under section 117 (i) of the Act.

Assuming that designation would eventually be provided, the Mayor in the meantime instructed his representatives to consult with the Private Industry Council of San Francisco (of which the Executive Director of the San Francisco Department of Human Services, his lead representative, was and is a member), representatives of the PIC, Inc. (the corporate *alter ego* of the Council and the designated agent of the existing Partnership between the Council and the Mayor), other prospective "One Stop San Francisco Partners", and other members of the public to begin developing:

- a recommended governance structure for the proposed San Francisco Workforce Investment Area; and
- a recommended initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area.

In August of 1999, the Mayor submitted a formal application to the State to have the City and County of San Francisco designated to be a Local Workforce Investment Area under section 116 (a)(2) of the Act.

*B. What local workforce investment board, transition board or existing body had oversight for the development of this local plan? If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)]*

In late-October of 1999, the Board of Directors of the Private Industry Council of San Francisco established:

- an ad hoc Strategic Transition Committee to hold public hearings to guide the development of a recommended initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area; and
- an ad hoc committee of the Council to be called the Transitional Youth Council to hold public hearings to guide the development of the youth portions of that recommended initial plan and to establish a permanent Youth Council for San Francisco's Workforce Investment Board or the Alternative Entity for it.

In mid-December of 1999, the State issued its "Initial Planning Guidance and Instructions for the Submission of the Strategic Five-Year Local Plans" and, before the holidays, three public hearings were scheduled for the month of January 2000 and announced under the provisions of San Francisco's "Sunshine Ordinance" for each of the two new transitional bodies of the Council.

Initially, the Chairman of the Private Industry Council appointed seventeen members of the Council, nine of whom were representatives of business in the local area, to the Strategic Transition Committee. Subsequently, the membership of this *ad hoc* committee was expanded to include one additional representative of business in the local area and five additional "Mandatory One Stop Partners".

The Chairman of the Private Industry Council also appointed ten members of the Council's Jobs For Youth Executive Committee (which included four members of the Council) and ten additional persons (three of whom represented interest groups specified in section 117 (h)(2)(A) of the Act which were not represented on the Jobs For Youth Executive Committee) to the Transitional Youth Council.

Each of these two transitional committees of the Council held three public hearings during the month of January 2000 to develop a recommended, initial, Strategic, Five-Year Workforce Investment Plan for the proposed San Francisco Workforce Investment Area to be published for thirty days of public review and comment during the month of February.

During the month of February, each of these two transitional committees will hold at least two additional public hearings to consider comments and suggestions that are received. Based on comments and suggestions received, each of the committees will recommend a plan to the Council and the Mayor for their consideration and submission to the State before March 1st.

As noted in section IV below, the Mayor will establish a new Workforce Investment Board by June 30, 2000, for the purpose of planning and administering the Workforce Investment Act in San Francisco. Until that time, he has authorized the Private Industry Council of San Francisco as the interim policy body responsible for developing and approving this Five-Year Strategic Workforce Investment Plan. Membership considerations for the new Board will take into account:

- the criteria which the State will be promulgating for appointing additional members to that Board;
- the eventual size of the Board's membership;
- the rules governing the members' conflicts of interest; and
- current State Law (i.e., section 1090 of California's Government Code) which prohibits Local Workforce Investment Boards from entering into agreements having "economic interests" with "One Stop Partners" who are members of that Board.

- C. *Describe the process used to provide an opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community-based organizations; and migrant seasonal farmworker representatives. Describe the process used to get input for the plan prior to submission. [WIA Section 118(c)(1) and WIA Section 118(b)(7)]*

Please refer to the preceding section of this plan for descriptions of the processes used to provide opportunities for suggestions and comments from the Mayor, from the proposed Alternative Entity for San Francisco's Workforce Investment Board and its Transitional Youth Council, from other local governing bodies, from educators, from vocational rehabilitation agencies, from service providers, from community-based organizations, from migrant seasonal farm workers, and other members of the public for the initial Five-Year Strategic Workforce Investment Plan for San Francisco.

Acknowledged throughout these processes is the fact that this is only San Francisco's initial plan and that, in the ensuing months (particularly those from March through June of 2000, after some critical decisions have been made by the State and the Governor) modifications of this plan will be developed, proposed, and subjected to similar public review and hearing processes and submitted to the State as many times as are necessary and feasible.

It needs to be noted that the Private Industry Council of San Francisco conducts all of its business and public hearings under the provisions of San Francisco's "Sunshine Ordinance," the requirements for which exceed the similarly-named provisions of section 117 (e) of the Act and of the State's Ralph M. Brown Act.

The community planning meetings held in several locations included discussions of each element of this plan. Participating representatives are listed in Attachments 3 and 4.

- D. *How were comments that were in disagreement with the draft plan considered in developing the final plan? [State Planning Guidance I B. and WIA, Section 112(b)(9)]*

Eleven public hearings were held to develop this plan, but there are clearly many strategic conditions which may result in its modification. Because of the limited amount of time initially provided for the formal planning processes at the local level, not all comments that were in disagreement with this initial plan may have been considered yet. As indicated in the immediately preceding section of this initial plan, it is the intention of the Council and the Mayor to address some of the comments in the period from March through June of this year. Further modifications to the plan may be submitted as additional information is acquired and decisions made by the Mayor and WIB.

- Attachment 2 contains comments that were in disagreement with the Draft Plan published on January 25<sup>th</sup>. Where possible, given the time limitations, early comments have been incorporated directly into this plan. Additional comments may be received within the 30-day comment period but which could not be considered due to time constraints. Comments received after Feb. 11<sup>th</sup> will be considered in meetings subsequent to submission of this plan.

- E. *Describe the method used to make copies of the local plan available through public hearings, and through the local news media and the Internet. [WIA, Section 118(c)(2)]*

Public notices announcing the availability of the proposed plan were posted on the PIC's web site and, in hardcopy, in the Mayor's and the PIC's Offices. Notices also appeared in

the San Francisco Independent, the newspaper of public record for the City and County of San Francisco. In addition, hardcopies of the plan were distributed to:

- all members of the Private Industry Council of San Francisco and its two *ad hoc* transition bodies;
- all "Mandatory One Stop Partners";
- all PIC Subcontractors; and
- all other members of the public which had notified the PIC of their desire to receive and review copies of that plan.

*F. What other organizations were involved in the development of the local plan? How were they involved?*

Attachment 3 lists of most of the organizations whose representatives are recorded as having been involved in the development of this plan through either participation on the Council, on one or more of its transition bodies, on the "WIA Transition Team," on the "One Stop San Francisco Operations Resources and Governing Committees," as "Access Point, Core, or Supporting Partners," in reviewing, supporting, or opposing the proposed application to have the Private Industry Council of San Francisco certified to be the "Alternative Entity for San Francisco's Workforce Investment Board," and in participating in one or more of the public hearings of any of these bodies.

## II. LOCAL VISION AND GOALS

*The federal Planning Guidance and Instructions for Submission of the State's Strategic five-year Plan indicates that "a vision creates organizational alignment around a picture of a transformed future. It propels the organization toward achieving difficult but attainable strategic goals. Vision drives systematic improvements and produces outcomes. It is dynamic, not static."*

*In this section, identify your broad strategic economic and workforce development goals (e.g., "All people who want to work can find jobs. There will be a growing number of business start-ups. Fewer people will rely on welfare assistance.") Describe the shared vision of how the local WIA workforce investment system will support attainment of these goals.*

*A. What is your vision for your local workforce investment system, and how will your system appear at the end of the five-year period covered by this plan? [State Planning Guidance II B.] [WIA, section 117(d)(1)] Some specific questions that must be answered are:*

- 1. In five years, describe how your local system will integrate services. [WIA, Section 117(d)(1) and Section 118(a)]*

San Francisco's growing economy is characterized by a widening gap in quality and quantity of job opportunities for unskilled and skilled workers. Recognizing the harsh consequences for those who are left behind, the City is committed to designing and implementing a workforce development system that prioritizes scarce WIA resources for those most in need. Our first priority is to create meaningful job and training opportunities for low income San Francisco residents with multiple barriers to employment. Recognizing that getting and keeping a job is complicated by housing costs, lack of adequate child care, and transportation difficulties, the city's WIB will coordinate and enrich its workforce development plans and activities

through consultation with policy and planning bodies working on child care, transportation, housing and other supportive service needs.

The city's vision of the local workforce investment system is to integrate current services in the One Stop Centers and Access Points, to move toward providing universal access to career and labor market information, and to provide other useful consumer information regarding training and education that enables our customers to make better informed choices.

To address the needs of those who are unable to compete successfully in the current labor force, we will establish a process that identifies individuals needing more intensive services and training. When possible we will leverage both public and private resources to provide the necessary resources to upgrade their skills based on relevant local labor market needs.

The WIB will seek to provide quality services and resources to employers, jobseekers, and other stakeholders to ensure full employment in jobs that pay enough to sustain healthy families. It will target higher wage jobs (including nontraditional employment), promote self sufficiency through microenterprise and other small business training and support, offer up-front assessments of skills, interests, aptitudes and barriers to employment and offer individualized services to remove barriers and increase skills, and that integrates First Source Hiring, Living Wage Ordinances, and other innovative proposals and policies.

Assuming a continuing strong economy, in five years all San Franciscans will find "no wrong door" through a seamless integration of an expanded array of services from as many community agencies as possible.

The San Francisco Workforce Investment Board will:

- integrate the services offered by its partnering agencies within the One Stop Centers;
  - jointly develop goals, progress markers and timelines to map out a full integration strategy; including integration of the city's First Source Hire program;
  - develop specific plans and timelines for cross training of staff about all other programs, processes to effectively share information, specifications for a technology network infrastructure that will allow for eventual integration, and reengineering of the workflow processes within the One Stop system in order to make improvements; and finally,
  - integrate programs into a seamless delivery system with transparent funding streams.
2. *What programs and funding streams will support service delivery through the One Stop system? [WIA, Section 121(b)(1)(B)]*

The system, through the One Stop Centers and Access Points, will provide access and information regarding each of the following programs: Adult, Dislocated Worker and Youth Activities under WIA Title I (including programs funded from Veterans Workforce Investment Programs, Migrant and Seasonal Farmworker Programs, Indian and Native American Programs, Job Corps and Youth Opportunity Grants), Welfare-to-Work, Employment Service, TANF, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Title V of the Older Americans Act, Trade Adjustment, NAFTA Transitional Adjustment Assistance, Veterans Employment and Training Programs, Community Services Block Grant, Employment

and Training activities under HUD, Food Stamps Employment and Training, National and Community Service Act programs, Unemployment Insurance, Redevelopment Agency Employment programs, Homeless programs, Refugee programs, Mental Health, and other appropriate federal, State or local programs involved with transportation, child care, community colleges, economic development, community outreach, substance abuse, and the criminal justice system.

A complete list of funding streams has not been attempted at this early stage. Each agency committed to this plan manages dozens of fragmented federal, state, local and granted funds created by the separate actions of others. The major challenge of this effort will be to coordinate those funding streams and their unique service designs, eligibilities, and reporting/evaluation systems.

3. *Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be achieved? [20 CFR Part 652, et al., Interim Final Rule (I)(A), State Planning Guidance II.B. bullet 3]*

Through our network of One Stop Centers, Access Points and CBOs, job seekers and those seeking career advancement or upgrading of their skills will be able to access information regarding the local labor market, including the occupations and industry sectors that are in demand or in which labor shortages currently exist. They will also be able to access available job openings and postings from local, regional, state and national employers. They will be able to acquire a list of current training providers in the area, and the track record of completions and job success of recent graduates from these institutions and schools, and information about microenterprise training and support opportunities and training for nontraditional occupations. They will also be able to acquire information about the wages needed for their family size and type to make ends meet without government assistance and the wages and benefits offered by available jobs.

The Centers, Access Points and CBOs will also make available general information about careers and a means for individuals to assess their aptitudes, barriers and interests and how these match to available jobs and demand occupations.

More intensive services will be provided to those with barriers that may include individual career, drug, alcohol, domestic violence, or mental health counseling, group job search classes and in selected cases, educational remediation and training in specific occupations. Assistance in developing employment and income goals will also be provided.

Universal access will be achieved by offering services needed and valued by the community, at locations geographically dispersed and at Access Point community centers that maintain good customer focus. As the system develops, public service ad campaigns will be conducted to inform the general public about the availability of services. Specific targeted outreach campaigns will be developed to focus on the low income, minority, disabled, and immigrant communities.

4. *How will Wagner-Peyser Act and unemployment insurance services be integrated into the local system? [WIA, Section 121(b)(1)(B)(xii), State Planning Guidance II B bullet 5]*

The Wagner-Peyser Act funded Employment Service program and the Unemployment Insurance program will be integrated into the One Stop system. Although UI claim filing will primarily be accomplished via the telephone through

centralized call centers, basic information about the UI program will be made available in the One Stop Centers. The Job Service staff have been trained to assist clients requiring or preferring in-person services with specific UI program needs, including in-person assistance with claim filing if necessary.

The Employment Development Department's Field Office #504 facility at 3120 Mission Street hosts a prototype One Stop co-location site. The EDD's long-standing Employer Advisory Committee has provided valuable feedback in the design and development of the One Stop system.

EDD shares job listings through CalJOBS and America's Job Bank (AJB).

5. *How will the local workforce investment system help achieve the goals of the State's workforce investment, welfare, education, and economic development systems? [WIA, Section 118(a)(b)(1) State Planning Guidance II B bullet 6]*

The San Francisco Workforce Investment Board will use the State adopted goals for workforce investment, welfare, education and economic development as the starting point for the discussion of local goals. Measures will be adopted relating to each of these areas.

6. *How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the State's economy? [WIA, Section 111(d)(2) and 112(a)]*

The building of a strong Youth Council has been a priority in the WIA transition process. The Transitional Youth Council includes individuals who are strong youth advocates.

A primary goal of the Transitional Youth Council is the creation of a compendium of youth programs and services. Using the compendium as its base, the Youth Council will identify gaps in youth programming, and begin to identify areas of overlap, where better coordination and integration can occur.

Youth agencies that exemplify proven models of effectiveness in serving youth will be targeted to have a presence in the One Stop Centers or as an Access Point. Those agencies will provide all of the "elements" described in the WIA and in section VI of this plan.

This plan relies on the participation of a broad network of youth-serving educational and youth justice institutions, community- and faith-based agencies, and coordinating agents.

The city's application for a \$7 million Youth Opportunity Grant (YOG) is in the final stages of U.S. Department of Labor competition. It will, if funded, provide a comprehensive assessment of the needs of selected Enterprise Community youths and provide intensive outreach and services. Please see Attachment 6 for a brief summary of the YOG.

- B. *What are your board's broad strategic economic and workforce development goals? What steps will you take to attain these goals? [State Planning Guidance II A.]; [WIA, Section 118(a)]*

The San Francisco Workforce Investment Board will improve the quality, career mobility, and skills of the local workforce, enhance the productivity and competitiveness of local business and industry, and increase the self-sufficiency of low income and welfare recipients. To accomplish this, we will provide customer-oriented, individualized, accountable services made possible through viable service-provider partnerships as will be set forth in our Memoranda of Understanding with our partner agencies.

Our broad strategic economic and workforce development goals are:

1. Full employment of all individuals who want or need a job;
2. Self sufficiency and decrease in welfare dependency (self sufficiency is defined as the minimum wages an adult must earn to make ends meet for his or her family size without government assistance);
3. Increase in the knowledge/skill attainment of our labor force;
4. More efficient and effective linkage between labor supply and demand;
5. Customer satisfaction – including both employers and job seekers;
6. Continuous improvement and cost effectiveness in all aspects of operations;
7. Fostering of high performance and safe workplaces;
8. Career mobility for those who desire and seek it; and
9. Achievement of a living wage.

To attain these goals, through the development of a more skilled workforce, we will create a system that provides:

- Universal and easier access to services and information;
- A network of community-based, culturally-sensitive service providers;
- Individual up-front assessments to identify skills, aptitudes, experience, barriers, and interests;
- Emphasis on workplace fundamentals;
- More training to upgrade the skills of current workers;
- Expansion of self service features within our One Stops and Access Points;
- Use of learning resources accessible electronically, with training on the use of technology to ensure benefit;
- Consumer information that provides a better match between training needs of participants and training resources;
- Training in vocational English-as-a-Second Language for the large immigrant population;
- Integration of and connection to infrastructures for childcare, transportation, education and training, affordable housing, etc.;
- Expansion of opportunities for low income persons with multiple barriers to employment in On-the-Job training through union apprenticeship programs;
- Promotion of hiring and On-the-Job Training to enable disadvantaged job seekers to attain higher skilled and higher paying, career advancement positions;
- Use of mentors and other coaches and learning facilitators;
- Co-location of counselors and social workers that can provide assessment, assistance, and referrals for mental health, alcohol and substance abuse, domestic violence, and mental and physical disability and accommodation issues;
- Access to resources that can provide lifelong learning; and
- Long term follow up.

The lists above are illustrative, not exhaustive, for the five year period of this plan.

*C. Identify organizations involved in the development of your local vision and goals.*

All One Stop partners, Access Points, and interested parties were invited to be involved in the development of this Five-Year Plan vision and goals, as well as representatives of City and County departments, the city's educational institutions, and the associations formed of service providers and rights groups. Additionally, we enlisted the input of organizations and agencies that provide the following services: mental health, subsidized housing, homeless, refugee, economic development, including chambers of commerce, education, other specialized business associations, welfare, youth and differently-abled advocacy groups, child care, transportation, veterans and other community-based organizations. Please see Attachments 3 and 4 for listings.

### III. LABOR MARKET ANALYSIS

*The Planning Guidance and Instructions request information on key trends expected to shape the economic environment during the next five years, including the implications of these trends in terms of overall employment opportunities by occupation, key occupations, the skills needed to attain local occupational opportunities, growth industries and industries expected to decline, customer demographics, and the sources of data used to gather this information. Where appropriate, identify any regional economic development needs and describe how the local area will be involved in them.*

*In this section identify the needs of businesses, job training, and education seekers, economic development professionals, and training providers in your workforce investment area. Are these the same or different than those present in the previous service delivery area(s)? If different, how can the needs be better met by the new, local workforce investment system? To complete this section, answer the following questions.*

**A. What are the workforce investment needs of businesses, job-seekers and workers in the local area? [WIA, Section 118(b)(1)(A)]**

In general, employers need a trained workforce with good basic skills and a strong work ethic. Good basic skills include reading and comprehending instructions, writing clearly, being punctual, being reliable, being pleasant to customers and coworkers, and having initiative and desire to grow. Business also appreciates creativity, a basic understanding of business, and familiarity with diversity in the workplace.

Smaller employers need the ability to upgrade the skills of their current workforce. Supervisors and front line managers require skills to successfully interact with a diverse workforce and other strategies for reducing turnover. Ideally, they would like prompt responses to requests for assistance.

Job Seekers will generally find a better job market than in previous years. But many job seekers still do not know how to conduct an efficient job search, how to interview, where to find basic information relating to jobs and careers or how to meet the minimum expectation of employers. Additionally, many job seekers lack basic arithmetic and verbal and writing skills.

Numerous studies cite an emphasis on "soft skills." An increasing number of jobs, especially within major growth sectors, require job seekers to possess the ability to work as part of a team, problem-solving skills, basic communication skills including active listening, observation skills, and a familiarity and comfort with technology tools.

Case management and supportive services to address multiple barriers to employment, as well as specified vocational training, are effectively provided by community-based organizations. Contracts for services to specialized populations will ensure adequacy of targeted funding for comprehensive approaches to employment training and placement.

In order to maintain continuous participation in the workforce, job seekers must resolve other problems. Many of these problems are related to alcohol or drug use, lack of childcare or transportation or other personal and family dysfunction.

Existing workers need to access affordable, flexible education and training opportunities that allow them to add to their current skill set to stay competitive in their industry, and to avail themselves of opportunities for advancement and promotion. Many workers have some of the same deficiencies mentioned above in relation to job seekers.

*B. How will the needs of employers be determined in your area? [State Planning Guidance IV.B.6. and WIA, Section 118 (b)(1)(A)].*

Efforts are continuous to gather and report information on change taking place in the workforce:

- EDD's Labor Market Information Division has actively assisted the PIC to develop a "menu" of labor market products specifically tailored to the needs of the emerging workforce investment system in San Francisco;
- PIC's Job Vacancy Survey asks for information from 10,000 West Bay employers (San Francisco, Marin and San Mateo) about their total workforce and about those occupations in which they have current job openings; and
- PIC's annual occupational survey provides information about in-demand jobs in San Francisco. See Attachment 7 for sample pages from "Occupational Outlook San Francisco," a 1999 publication of the PIC, the EDD, and the California Occupational Information Coordinating Committee.

The WIB will convene a forum of employers and training providers to discuss how best to meet local workforce development needs. Participating employers will provide detailed information on current job opportunities and specific skill requirements (soft and hard skills) to promote the development of essential employment competencies. In addition, the employers on the PIC/WIB and the EDD's Employer Advisory Committee will be primary sources of employer input using "Sector analysis" and/or "Gap analysis" techniques.

Beyond these specific sources of information, the WIB will seek ongoing analysis of local and regional labor markets, occupational growth areas, and the skills required for gainful employment. To this end, the WIB will seek to develop or sponsor an independent analytic unit devoted to generating both short- and long-term economic and employment information. Such a unit might be under contract to the WIB, lodged in a municipal or county agency, or funded as an independent agency.

*C. What are the current and projected employment opportunities in the local area? [WIA, Section 118(b)(1)(B)]*

For a full description of the San Francisco business environment, please see the ongoing studies of the City's Planning and Economic Development Departments, the forecasts of the Association of Bay Area Governments, and reports of the San Francisco Chamber of Commerce, local banks, and utility companies. The State's Department of Finance and

EDD Labor Market Information Division also publish useful data on the city's changing population and role in the California economy.

San Francisco's diverse economy provides a sizable core of entry level employment opportunities. As shown in the table below, a projected 21.9% of jobs in San Francisco are found in clerical and administrative support occupations. Additional entry level jobs are found within the Service occupations with jobs at diverse skill levels including security guards, building maintenance workers, restaurant workers, commercial artists, and computer programmers. Service occupations account for another 16.5% of total jobs projected in 2002.

### SAN FRANCISCO COUNTY Employment Projections by Industry 1995 - 2002

INDUSTRY	SIC	ANNUAL AVERAGES		ABSOLUTE CHANGE	PERCENT CHANGE
		1995(2)	2002		
TOTAL NONFARM	10-99(ex 88). 074,075,078	513,300	564,400	51,100	10.00%
GOODS PRODUCING	10-39	47,700	51,500	3,800	8.00%
MINING & CONSTRUCTION	10-17	12,100	14,800	2,700	22.30%
MANUFACTURING	20-39	35,600	36,700	1,100	3.10%
SERVICE PRODUCING	40-99(ex 88). 074,075,078	465,600	512,900	47,300	10.20%
TRANSPORTATION & PUBLIC UTILITIES	40-42,44-49	33,900	34,100	200	0.60%
TRADE	50-59	96,300	103,200	6,900	7.20%
FINANCE, INSURANCE, & REAL ESTATE	60-65,67	65,500	63,800	-1,700	-2.60%
SERVICES	74,075,078	190,400	237,500	47,100	24.70%
GOVERNMENT		79,500	74,300	-5,200	-6.50%

Source: CA Employment Development Department, Labor Market Information Division.

1. Employment and projections contained in these tables are estimates. Employment is reported by place of work and excludes self-employed persons, unpaid family workers, domestics, volunteers and those involved in labor-management trade disputes. These data are based on 1987 Standard Industrial Classifications. Annual average industry detail may not add up to totals due to independent rounding. Government data include all civilian government employees regardless of the activities in which they are engaged. 2. March 1996 benchmark.

### SAN FRANCISCO COUNTY Employment Projections by Occupation 1995 - 2002

OCCUPATIONAL TITLE (OES)	ANNUAL AVERAGES		ABSOLUTE CHANGE	PERCENT CHANGE	OPENINGS DUE TO SEPARATIONS
	1995	2002			
TOTAL, ALL OCCUPATIONS	513,300	564,400	51,100	10.0%	85,350
MANAGERS AND ADMIN. OCCUPATIONS	42,730	48,380	5,650	13.2%	6,420
PROFESSIONAL, PARAPROF, TECHNICAL	129,970	147,540	17,570	13.5%	18,140
SALES AND RELATED OCCUPATIONS	56,330	63,140	6,810	12.1%	12,910
CLERICAL, ADMINISTRATIVE SUPPORT	122,500	123,520	1,020	0.8%	17,660
SERVICE OCCUPATIONS	82,260	92,930	10,670	13.0%	18,000
AGRICULTURAL, FORESTRY, FISHING	2,460	2,690	230	9.3%	150
PROD, CONST, OPER, MAT HANDLING	76,810	85,770	8,960	11.7%	12,070

Source: CA Employment Development Department, Labor Market Information Division.

While many newly created jobs will be in technical and professional employment, these are not realistic entry level vocational goals for disadvantaged job seekers. A continuum of employment training services will be provided to promote career advancement. WIA funds will be prioritized through training contracts with CBOs and other vendors or providers to prepare persons with multiple employment barriers for entry level jobs with advancement potential. These jobs are concentrated in clerical, administrative support, and service occupations. Such jobs can often be attained through short term, intensive occupational classroom training and On-the-Job Training. Basic skills remediation and English-as-a-Second Language will be offered in preparation for specific vocational training. Lifelong education for career advancement will also be available through City College and other educational providers.

See Attachment 7 for the following additional labor market information —

- Lists of “top ten” occupations with the Fastest Growth, Greatest Absolute Job Growth, Most Openings, and Projected Declines;
- “Industry Trends and Outlook, 1995-2002, San Francisco County” (EDD/LMID);
- “Economic Expansion in San Francisco Since 1994” (SFSU);
- “Employment Projections and Job Growth For Low Educated Workers in San Francisco 1998-2003” (SFSU);
- Other notes with regard to the City’s economy; and
- “Occupational Outlook San Francisco” survey results for selected jobs (PIC).

*D. What job skills are necessary to obtain such employment opportunities? [WIA, Section 118(b)(1)(C)]*

Jobs at every level require “soft skills” including: communication skills, motivation/initiative, teamwork, leadership, and inter personal skills. Relatedly, basic academic skills in written and verbal English, as well as math, are considered essential at all job levels. For entry level jobs, specific vocational skills can be taught through short-term, intensive occupational classroom and On-the-Job Training. More advanced technical and professional jobs require more extensive training, often a college degree, and specialized graduate studies, as well as work experience.

In the current strong economy, job seekers with disabilities, homeless persons, and public assistance recipients, as well as others with multiple barriers to employment, make up a disproportionate number of the unemployed. They may need intensive vocational training as well as case management and supportive services in order to acquire the soft and hard skills sought by employers.

English-as-a-Second Language training is critical to build the employability of San Francisco’s large and growing monolingual immigrant population.

The PIC’s Occupational Outlook surveys provide a consistent look at employer requirements. Based on EDD projections, studies by the San Francisco Chamber of Commerce and the City and County of San Francisco, contributions from educational and community-based organizations, and employer participation, occupations are selected and researched each year. Factors weighing heavily into the selection of the occupation include growing and declining industries and current employment trends (such as immense growth of the multimedia and service industries).

Results of the occupational research project include job skills, qualifications, educational levels, wages and benefits, employment trends, supply and demand assessment, and

industries employing the occupations surveyed. The results are published in the "Occupational Outlook Report for San Francisco County" and appear on the Internet at [www.calmis.ca.gov](http://www.calmis.ca.gov). See Attachment 7 for examples of the Outlook's summary reports.

#### IV. LEADERSHIP

*As stated in the Federal Register of April 15, 1999, "The Department [of Labor] believes that changing from the existing JTPA Private Industry Councils to local workforce investment boards is essential to the reforms of WIA [Interim Final Rule §661.305]. The Department [of Labor] strongly encourages all eligible areas to create new, fully functional local boards as early as possible, and is committed to providing assistance to facilitate such changes."*

*In this section describe how authority will be exercised by the local workforce investment board. [WIA, Sections 117(b)(3) and 117(d)(1)]*

- A. *If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation under WIA Section 117(d)(4) be transferred to the new local workforce investment board?*

The Mayor intends to establish a new Workforce Investment Board by June 30, 2000, for the purpose of planning and administering the Workforce Investment Act in the City and County of San Francisco. Until that time, he has authorized the Private Industry Council of San Francisco as the interim policy body responsible for developing and approving our Five-Year Strategic Workforce Investment Plan, and the PIC, Inc., as its corporate alter ego and the Administrative Entity for the local Workforce Investment Area, to implement that plan.

Until the Private Industry Council is replaced as a policy body by the WIB, the PIC, Inc. will continue to be grant recipient and administrator for local employment and training programs including Summer 2000 youth activities.

Composition of the new Workforce Investment Board, as currently envisioned, will consist of the minimum required by the WIA law plus any additional members designated locally. The WIB will maintain a private sector majority.

- B. *What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member? [WIA, Section 117(g)(1)(2)]*

The approved Conflict of Interest Code of the Private Industry Council of San Francisco complies with and (because it applies to all represented "business entities" on that body regardless of whether they are public or private, profit-making or non-profit) exceeds all requirements of section 87300 of California's Government Code and section 1091.2 of that same code. Compliance with that code is monitored and enforced by the San Francisco Ethics Commission.

Therefore any circumstance specified in section 87300 of the California's Government Code would constitute a conflict of interest regardless of the specific "business entity" represented on the Council. If an entirely new San Francisco Workforce Investment Board is formed, the Conflict of Interest Code for that body would have to be developed

by and approved by the San Francisco Board of Supervisors and the Mayor, on behalf of the State's Fair Political Practices Commission and compliance would be monitored and enforced by the San Francisco Ethics Commission.

Because the exemption for "private industry councils in section 1091.2 of California's Government Code does not appear to extend to "local workforce investment boards", it is clear that, if one of the first three options specified in paragraph IV.A. of the plan is adopted, the Council should be able to comply with the requirements of section 121 (c) of the Act immediately but, if one of the last three options specified in the same paragraph is adopted instead and the State law is not promptly amended, it is not yet clear how or when the latter could comply with section 121 (c) of the Act because it would be subject to the blanket contracting prohibition provided in section 1090 of California's Government Code.

- C. How will the local board provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system? [WIA Section 117(d)(4)]*

It is not yet clear what kind of a Master Partnership Agreement, if any, the Mayor and the Private Industry Council (if it is certified to be the Alternative Entity for San Francisco's Workforce Investment Board) or a Newly-Formed San Francisco Workforce Investment Board (once it has been certified) would want to form with respect to "local program oversight" and any other issues they elect to incorporate into such an agreement.

The master partnership will develop marketing/public relations campaigns that will highlight workforce issues in the community and act as a catalyst for bringing together business and community resources to address these issues. They will also assume a leadership position to realign current education and training resources to more strategically address workforce needs.

- D. How will the local board assure the local system contributes to the achievement of the State's strategic goals?[WIA, Section 118(a)]*

San Francisco's strategic plan maintains a vitally needed focus on closing the employment gaps for targeted "hard to serve" persons, while also addressing the employment needs of the "universal" population. (See State Plan, Sec. III, A, 3, pp. 7-8.)

- E. How will the local board meet the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA, Section 117 (f)(1)(A) and (B)]*

The Private Industry Council or the San Francisco Workforce Investment Board will not authorize its staff to provide any "training services" without a written waiver from the Governor.

- F. How will the local board ensure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification of meetings, and meeting minutes? [WIA Section 117(e)]*

The Private Industry Council of San Francisco is subject to San Francisco's Sunshine Ordinance, a copy of which is enclosed with this plan (see Attachment 8). It specifies "... how the public (including persons with disabilities) shall have access to ... meetings (of the Council and of its committees) and activities including local (Council) membership, notification of meetings, and meeting minutes."

As with other civic bodies of the city, the WIB will provide wide dissemination of its agendas, each of which contains instructions for accessing a personalized help system to ensure accommodations for the disabled and for the language-impaired.

## V. LOCAL ONE STOP SERVICE DELIVERY SYSTEM

*The cornerstone of the new workforce investment system is One Stop service delivery, which makes available numerous training, education, and employment programs through a single customer-focused, user-friendly service delivery system at the local level. The One Stop system must include at least one comprehensive physical center in each local area that must provide core services and access to programs and services of the One Stop partners. The system may also include a network of affiliated One Stop sites and specialized centers that address specific needs.*

*In this section describe how services will be coordinated through the One Stop service delivery system.*

- A. *Describe the One Stop delivery system in your local area. [WIA, Section 118(b)(2)]. Include a list of the comprehensive One Stop centers and the other service points in your area.*

San Francisco will build on and integrate existing services to establish a coordinated One Stop system. The One Stop System in San Francisco includes our neighborhood-based Career Centers, a rich network of community-based organizations (CBOs), the Community College, the home offices of a number of key public agencies, a number of key business initiatives and organizations, and an Internet-based One Stop information system.

There are currently two One Stop Career Centers in operation. Our flagship Career Center, called Career Link, opened in November 1997, at 3120 Mission Street, in the Mission neighborhood. A second, still-developing Career Center was opened in 1998, at 1800 Oakdale Avenue, in the Bayview Hunters Point neighborhood. Two additional sites have been contemplated, if we can identify sufficient resources. We know that funds will be limited and we will be setting priorities. Having multiple One Stop Career Centers strategically located throughout the City would facilitate our goal of universal access to the system.

Each Career Center will have the full compliment of Core services, and most, if not all, Intensive Services. Each site will have the flexibility to configure and deliver services in a manner that best suits the local population. Specifically, services may be tailored to meet the unique language needs or culture of users of each site. The Career Centers serve as central repositories for employment information including directories of available jobs, information on skills needed for specific jobs and skill sets useful in multiple careers, and labor market analysis and projections. The Centers provide job placement as a service both to business and job seekers, and will be promoted as "business assistance centers."

All mandatory partners will contribute to service delivery at the Career Centers. We will also identify opportunities to engage additional, non-mandatory partners to provide services on-site at the Career Centers. For example, we will work with appropriate community-based organizations to outstation their staff at the Career Centers. This will facilitate outreach to the local community and enable us to import specialized knowledge

and long standing professional relationships that enhance our ability to serve Career Center clients.

The role of CBOs in the emerging One Stop System is changing. We are working to strengthen the capacity of key CBOs to provide a high standard of direct services to clients. For example, we envision more partnerships between CBOs and the Community College, in which the basic skills, job readiness and job placement services of CBOs are provided as wrap around support to individuals before, during, and after they participate in education or training at the Community College. We will also explore that option of certifying specific CBOs as Career Centers, with the full menu of Core Services and the ability to authorize Intensive or Training services funded under WIA.

Community based organizations are often the most appropriate venue to serve individuals with multiple barriers to employment. In addition to using Individual Training Accounts (ITAs) for adults and older youths, San Francisco will use competitively procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment.

Easy access to current information about services, education, training, the labor market and specific job opportunities is a critical component of the One Stop System. San Francisco's One Stop information system is nearing completion and will be universally accessible through the Internet. The Career Centers and over 20 community partner locations, called "Access Points," have computer terminals and service support to assist clients to utilize this information system.

Developed with funding from a state One Stop Implementation Grant and a One Stop Technical Assistance grant, San Francisco's developing One Stop information system, as currently envisioned, will include a central database of clients that will be used to match education, training needs and experience with available opportunities, programs and employment. Further, this database will be used to identify skilled workers and monitor effectiveness of the system. The One Stop information system will ensure that services can be identified and accessed from multiple entry points within the system. See a brief One Stop Information System "Status Report" in Attachment 5.

The central client information database will provide for secured, password-protected access to individual client records to assist in case management and tracking. Sensitive information will be provided with written client consent on a strictly need-to-know basis. Partners may collect additional information for their own records that will remain privileged.

San Francisco is fortunate to have the active involvement of business and organized labor within it's One Stop System. Business and labor will continue to act as partners in training and hiring initiatives such as San Francisco Works, Job Network, business round tables linked to specific Community College programs, the School to Career Partnership, and the many smaller scale initiatives present in our system. Business and organized labor also provide critical insight into the most current job skills that workers will need and function as links to job placement.

San Francisco has a First Source Hire program that requires certain businesses that contract with the City, or build or expand their facilities, to consider hiring economically disadvantaged individuals for new jobs before other applicants. The First Source Hire program will be integrated into the One Stop System as a source of job information and for our business partners, a mechanism to recruit job applicants.

As the One Stop System evolves, we will ensure that workforce planning and funding decisions not formally under the direction of the WIB are also coordinated with the system. For example, expenditures of Welfare to Work monies, the Community Development Block Grant, and Redevelopment Agency resources will also support a coordinated One Stop system.

Please see Attachment 4 for a summary of the One Stop San Francisco Centers and Access Points.

- B. Describe the process used for selecting the One Stop operator(s) [WIA, Section 121(d)(2)(A)] including the appeals process available to entities that were not selected as the One Stop operators. [Interim Final Rule § 667.600 (b)(1)]*

San Francisco's One Stop development to date has been the product of voluntary cooperation. We envision a dynamic consortium of mandated partners and affiliates providing services throughout the One Stop Center system. Discussions among these partners are currently taking place regarding the organizational and decision making structures, as well as fiscal accountability and liability. We recognize that there are substantial conflict of interest issues to clarify and resolve.

A procedure will be put in place to designate a One Stop operator, and there will be a policy to handle appeals.

- C. How will services provided by each of the One Stop partners be coordinated and made available in the local One Stop system? [WIA, Section 121(c)(2)]*

San Francisco's One Stop System will coordinate services through co-location of staff, staff job duties and services in the Career Centers, integration of funding streams (to the extent possible), and broad use of the Internet-based One Stop information system. The One Stop Partners are currently undertaking an inventory of services provided by partner agencies at our Career Centers to identify Core and Intensive Services available, gaps in these services, and opportunities for greater integration. We will undertake this process at each site, with a commitment from the Partners to identify funds from WIA, Wagner-Peyser and other sources, to fill identified needs. To the extent possible, services will be integrated even if funding streams remain separate.

We will identify opportunities to use existing employment service funding within the system to advance the goal of universal access. Wagner-Peyser and WIA funds (except dislocated workers) do not limit eligibility for service to specific groups. We will therefore, within the limits of funds available, strive to maximize the objective of universal access with these dollars.

Coordination of the services provided by the One Stop partners will be accomplished initially through the development of Memoranda of Understanding (MOU), at the system level and/or at the individual One Stop level. Ongoing coordination will be the responsibility of the WIB.

The continuing development of an electronic infrastructure, effective communication, co-location of staff from partner agencies, shared performance credit, joint marketing and informational materials, and clear policies regarding shared use of facilities and equipment will foster greater integration of services. In addition, coordination of services will be enhanced through the development of a city-wide approach to staff development, training and technical assistance.

*D. What is your plan for delivery of core and intensive services? [WIA Section 117(f)(2)]*

The full compliment of mandated Core services will be available at each One Stop Career Center. Our Career Link site currently offers various eligibility determinations, outreach, intake, orientation, initial assessment, job search and placement, career counseling, labor market information, job listings, information on supportive services and unemployment insurance filing, and follow-up counseling. At our Bayview Career Center we are at an earlier phase of incorporating all of the core services. While many of these core services are currently linked to specific partner funding streams, our goal within five years will be to fully integrate these services for universal access. Establishing a common intake and assessment will be a first step in this process. Any additional Career Center sites will have a similar Core services menu, with some specialization to be established among the sites.

Specific intensive services, such as specialized assessment, development of employment plans, and group and individual counseling, will be available through each One Stop Career Center. San Francisco will also secure Intensive and Training services using ITAs and competitively-procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment (for example, case management for welfare recipients or short-term job readiness for the long-term unemployed).

Individuals who, at the point of initial assessment, present multiple barriers to employment or are identified as strong candidates for Training Services will be moved directly into specialized assessment and linked with appropriate training services. It is our intention to have the transition from Core, to Intensive, to Training Services be immediate from the perspective of the client. (We do not want to have the client experience a failure-based system.)

Memoranda of Understanding will prescribe the services and resources that will be provided by each partner agency of the One Stop. Calculations of agency contributions will be developed and may vary according to function and size of program, prorated according to a formula based on staff size and funding levels, or otherwise negotiated.

For all programs, to achieve more effective coordination, the WIB will be active in responding to solicitations from the State and federal governments and in seeking partnerships with private grant-makers (corporations, foundations, etc.). We will initially focus our efforts on special youth programs and projects, consistent with the goals and objectives established in this plan.

*E. How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers, and individuals? [State Planning Guidance IV.B.3. and WIA, Section 112(b)(10) and Section 121(c)(2)(A)(ii)]*

Services funded through WIA Title I funds are not sufficient to offer a broad range of services to either job seekers or employers. Additional funding from partner agencies and from outside federal, State, local and private sources will greatly expand the level of participation and range of options open to these customer groups. The redirection of other community resources into a more strategic focus will also create the effect of an actual workforce development system that is visible and acknowledged in the community as something of value to a broad customer base.

*F. Describe how the local system will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrant and seasonal farmworkers, public assistance recipients, women, minorities; individuals training for non-traditional*

*employment, veterans, individuals with multiple barriers to employment, older individuals, people with limited English speaking ability, and people with disabilities. [State Planning Guidance IV.B.4. and WIA, Section 112(b)(17) and Section 118(b)(4)]*

San Francisco will ensure universal access to the One Stop System, with a special commitment to serving individuals with multiple barriers to employment. Included in this group are homeless individuals (especially homeless youths), dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farm workers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; older individuals; people with limited English speaking ability; and people with disabilities.

Information regarding One Stop services will be sent to the appropriate agencies and organizations that serve these populations. When warranted by sufficient service levels, representatives of the organizations who serve these special populations will be located directly in a One Stop Center under a negotiated arrangement. Special community events may be held, such as Job Fairs or Job Search clinics, that focus on one or more of these subgroups. We plan to incorporate information about and training in nontraditional occupations throughout our workforce investment system.

In cases of disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, we will provide rapid response activities onsite, if appropriate, to the affected workers.

Those with limited English proficiency will be offered services including but not limited to appropriate ESL or contextualized ESL and job training programs.

But generally, the One Stop Centers will meet the needs of the special populations described above through the delivery of core, intensive and training services described below.

**Core Services:** As part of our core services, the One Stop Centers will provide outreach, intake and orientation to the information and other services available through the One Stop. Other services include initial assessment of skill levels, aptitudes, abilities, barriers, and supportive service needs, job search and placement assistance and where appropriate, career counseling and the provision of employment statistics information. Job vacancy listings will include information on job skills necessary to obtain such jobs, information relating to local occupations in demand, and the earnings and skill requirements for such occupations. Core services will also include information and counseling about each individual's self sufficiency standard — the wage needed to make ends meet without government assistance.

Additional core services include performance information and program costs on eligible providers of training services, youth activities, adult education, post-secondary vocational education, activities available to school dropouts, and vocational rehabilitation programs.

Staff will also provide information on local performance of the One Stop delivery system. We will make available accurate information relating to the availability of supportive services, including childcare and transportation, and make referrals to such services when appropriate.

One Stop staff will instruct individuals on filing claims for unemployment compensation, provide assistance in establishing eligibility for welfare-to-work activities and other programs of financial aid for training and education programs that are not funded under

WIA. Last, we will deliver follow-up services, including counseling to increase job retention, for participants in workforce investment activities who are placed in unsubsidized employment.

**Intensive Services:** The One Stop Centers will deliver more intensive services to individuals who receive core services but who are still unable to find employment, provided they are determined to be in need of such services. Staff will also provide intensive services to those who need such services in order to obtain or retain employment that allows for self-sufficiency.

Intensive services will include the comprehensive and specialized assessment of the skill levels and service needs of the individual, including diagnostic testing and assessment. It may involve in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals, and the development of an individual employment plan to identify appropriate employment goals, achievement objectives and mix of services.

Intensive services also may entail group counseling, individual counseling, career planning and case management for participants seeking training services. Short-term prevocational services will teach skills relating to communication, interviewing, punctuality, personal maintenance and professional conduct to prepare individuals to get and keep a job.

Intensive services may include appropriate work experience, job coaching and supported employment, remedial basic skills education, intensive job search instruction, individualized job development and placement, as well as work readiness and "soft skills" training.

**Training Services:** The provision of training is subject to an interview, evaluation or assessment and case management that determines if they are in need of training and have the skills and qualifications to successfully participate in the training program they select.

Training may include occupation skills training, training for nontraditional employment, on-the-job training, and programs that combine workplace training with related instruction. It also may include training operated by the private sector, skill upgrading and retraining, entrepreneurial training, adult education and literacy, or customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Individuals needing specific occupational training must select from a list of eligible providers of training services, except where on-the-job training or customized training is available and appropriate.

San Francisco may purchase Core, Intensive and Training services as needed, using ITAs and competitively procured contracts with agencies uniquely qualified to serve individuals with multiple barriers to employment. The Act's subsection 134 (d)(4)(G)(ii) provides that "Training services ... may be provided pursuant to a contract for services in lieu of an individual training account if ... the local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment."

ITAs and contracts for adults and older youths may include package services which merge, for example, literacy and job skills training, or provide flexible delivery by more than one provider.

- G. *When allocated adult funds are limited, what criteria will you use in determining priority of service to ensure recipients of public assistance and other low-income individuals for intensive and training services? [WIA, Sections 134(d)(4)(E), 118(b)(4), State Planning Guidelines IV B 5]*

WIA identifies "special populations that face multiple barriers to employment" as low-income individuals who have substantial language or cultural barriers, are offenders, are homeless or have other barriers to be identified by the Governor. San Francisco will augment this target group to include, for example, individuals with long-term welfare dependency, those with low basic reading and math skills, mental or physical disability, learning disability, alcohol or substance abuse, criminal record, long-term unemployment, computer illiteracy, single parent home or unstable family environment, dislocated workers, elderly workers, persons with a lack of labor force attachment, and those with a past inability to achieve a living wage.

These examples show the kinds of barriers for which we will develop criteria and establish priorities. It is our intention that fundamental priority go to the most in need.

The WIB will set priorities for funding services to these populations on an annual basis, and will review usage and outcome data on a frequent basis to ensure that services are being effectively delivered.

- H. *How will the local system ensure non-discrimination and equal opportunity, as well as compliance with the Americans with Disabilities Act? [WIA Section 188(a)(2), State Planning Guidance IV B.4.]*

The WIB will generally adopt policies covering the programs and activities under its purview that are similar or identical to those used by the City and County. In matters of procurement, non-discrimination, equal opportunity, and sunshine requirements, municipal government leadership will normally be followed.

See Section VIII Assurances, item N below (compliance with section 504 of the Rehabilitation Act and the Americans with Disabilities Act).

- I. *How will systems to determine general job requirements and job lists, including Wagner-Peyser Act provisions be delivered to employers through the One Stop system in your area? [State Planning Guidance IV B.6. and WIA, Section 121(b)(1)(B)(ii)]*

The Job Service will offer partners the use of CalJOBS, Program Activity Support System (PASS), Employer Contact Management System (ECMS) and the Activity Calendar and Event Scheduler (ACES). The ECMS may be used to coordinate employer outreach for job identification contacts and solicitation of entry-level and other job listings made by the One Stop system.

- J. *What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3(c)(e) of the Wagner-Peyser Act? [State Planning Guidance I B.7. and WIA, Section 121(b)(1)(B)(ii)]*

The Job Service will schedule profiled claimants for Initial Assistance Workshops to complete Individual Employment Plans and refer claimants to other reemployment services as appropriate. All basic core services will be available to these claimants through the One Stop system. If necessary, a contract for additional services may be provided to the appropriate agency.

- K. How will you ensure that veterans receive priority in the local One Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV.B.9. and WIA, Section 121(b)(1)(B)(ii)]*

EDD's CalJOBS system includes a Veteran's Hold to ensure that veterans will receive priority for Wagner-Peyser funded labor exchange services.

- L. What role will Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One Stop system? How will you ensure adherence to the legislative requirements for veterans' staff? [State Planning Guidance IV.B.10., 322, 38 USC Chapter 41 and 20 CFR Part 1001-120]*

Job Service staff will continue to provide universal access and priority of service for veterans in the One Stop system, and veterans will be notified of their legal right to priority for Wagner-Peyser funded services. Local Veterans Employment Representatives/Disabled Veterans Outreach Program Services (LVER/DVOPS) will be co-located in (at least) the One Stop Career Link Center. LVER/DVOPS staff will provide case managed intensive job services to eligible veterans and will be cross-trained and familiarized with other services throughout the One Stop system to which their clients can be directed.

- M. How will you provide Wagner-Peyser Act-funded services to the agricultural community—specifically, outreach, assessment and other services to migrant and seasonal farmworkers, and services to employers? How will you provide appropriate services to this population in the One Stop system? [State Planning Guidance IV B.11.]*

While there appears to be little seasonal agricultural employment in San Francisco, additional information should result from the LMI activities described in section III above. Should services be needed, they will be provided.

- N. How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities? [(WIA, Section 118(b)(5))]*

Business-issued layoff notifications (WARN notices) will be received simultaneously by the Mayor, the EDD Field Office, and the WIB. Depending on the timeliness and/or the numbers of employees affected, the EDD through the One Stop will generally coordinate rapid response activities with the State.

- O. How do your rapid response activities involve the local board and the Chief Elected Official? [WIA, Section 118(b)(5), State Planning Guidance IV B.13.b.]*

As noted, the Mayor and the PIC/WIB are direct recipients of corporate layoff notifications. It is within the purview of their partnership to establish policies related to dislocated workers, develop and approve rapid response services, and evaluate and provide oversight of the programs.

Regardless of the Mayor's direct involvement, or that of his department heads, the WIB through the One Stop will assure that:

- An eligibility determination and verification system for rapid response services is maintained;
- The plan will achieve or exceed its predetermined performance goals as set forth by the Department of Labor;

- There is a system for coordination with neighboring jurisdictions in cases of plant closings or mass layoffs;
- There is a policy for coordination with other appropriate program services and systems, particularly where the services of other systems can be provided at no cost to the worker readjustment program;
- Labor organizations are involved in the development and implementation of dislocated worker programs and services; and
- Affected labor organizations are consulted in the case of any assistance program which will provide services to a substantial number of their members.

The Mayor and the PIC/WIB, through labor market analysis, will also determine job opportunities for which dislocated workers could be retrained, and ensure that the training that exists or could be provided is relevant to these job openings. This determination may involve use of the California Cooperative Occupational Information System (CCOIS) and consultation with representatives of the Employment Training Panel and the Trade and Commerce Agency.

*P. What rapid response assistance will be available to dislocated workers and employers and who will provide them? [WIA, Section 118(b)(4)(5), State Planning Guidance IV B.13.c.]*

A One Stop team will take the lead in arranging planning meetings, in assessing the needs of workers, and in planning for the appropriate level of services. The team will include, at minimum, representatives of the WIB and EDD Job Service. Depending on the skills of the employees affected, other partners of the One Stop, Access Points, training and education providers, or CBO community will assist. When companies have multiple locations downsized, the rapid response services will be coordinated with neighboring workforce investment areas for a regional response.

Rapid Response services will begin with an initial series of meetings to create a plan of action with the downsizing company. Organized labor, if active in the company, will be invited to participate in the meetings. Following the creation of an action plan, affected workers and employers will receive specialized orientations in a group setting to assist them in accessing services available through the One Stop system. The orientation for workers will include how to file Unemployment Compensation claims and any additional services needed to transition to new employment.

Job Search assistance workshops will be provided. Placement services will be conducted in cooperation with the employer. The One Stop will make employers aware of any additional assistance available to their employees. If specialized services are needed, the One Stop will solicit the assistance of specialists (stress management, money management, etc.). If the business is no longer in operation, we will conduct target marketing to reach those workers still seeking employment.

In addition to One Stop orientations and job search assistance workshops, written information regarding unemployment insurance will be provided. Participants may enroll in the Internet-based labor exchange program, CalJOBS, prior to lay-off or as soon as possible after lay-off. Information regarding other programs offered within the One Stop system will also be provided.

*Q. Describe and assess the adult and dislocated worker employment and training services that will be available in your local area. [WIA, Section 118 (b)(4)(5)]*

The WIB will identify the skill needs of business and industry through appropriate labor market analysis and through direct contact with employers where labor market shortages appear most severe. We will also acquire appropriate assessment and career information tools, and compile a list of training providers to better meet the needs of the customer. Additionally, customer satisfaction surveys will be conducted on a periodic basis that will provide feedback to allow for continuous improvement of products and services. These will include both job seekers and employers. Customized training will be expanded to better meet employer needs in the community.

Performance standards will be used to measure the effectiveness of the system including measurement of the satisfaction of both employers and job seekers. Placement, retention, and earnings gain will be measured with an emphasis on long term results. The performance data will be published and will be used to establish funding levels. A system will be developed to foster continuous improvements.

We will build a system that responds promptly to employers' hiring needs. We will expand the range of post employment services to both new hire and employer to increase job retention.

When needed, we will provide diversity training to supervisors and managers to enable them to work effectively with new hires during their initial period of employment. Specific assistance will include a possible subsidy of up to 50% of wages for specialized training, information about and certification for tax credits, recruitment and screening of new hires, and customized and specialized training based on employer needs.

In addition to the adult and dislocated worker activities and services identified above and in previous sections of the plan, we will use the services and resources from other public and private sources to maximize the services to our clients. These include the City College of San Francisco and the San Francisco Unified School District's Adult and Vocational Education programs.

We also refer individuals to community-based organizations that provide needed social services, including housing, health, mental health, domestic violence services, substance abuse treatment, and childcare and related children's services.

To assess adult and dislocated worker services, we will conduct a situational audit of the workforce development system. We will compile a comprehensive listing of available funding, review customer and partner expectations and analyze potential contributions and support of each partner. We will review legislative requirements and any pending changes in federal or State requirements, analyze our local employment base looking for sectors with high-growth, high-wage jobs, and examine the demographics and education levels of the local community.

A specialized One Stop team will coordinate enrollment of applicants in the CalJOBS Internet-based system, arrange as needed and/or required for objective assessment, community referrals, classroom occupational skills training, on the job training and specific supportive services. We expect Individual Training Accounts (ITAs) to be the primary vehicle for assisting dislocated workers.

#### R. MEMORANDUM OF UNDERSTANDING:

*WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One Stop partners concerning the operation of the One Stop delivery system be executed. As referenced earlier, a copy of each MOU must be included with the plan.*

*[WIA Section 118(b)(2)(B)] The MOU may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in concrete terms, member contributions and the mutual methodologies used in overseeing the operations of the One Stop career center system.*

1. *The MOU must describe: [WIA, Section 121(c)(1)(2)(A)(B)]*
  - a. *What services will be provided through the One Stop system.*
  - b. *How the costs of services and operating costs will be funded, including cost-sharing strategies or methodologies.*
  - c. *What methods will be used for referral of individuals between the One Stop operator and partners.*
  - d. *How long the MOU will be in effect.*
  - e. *What procedures have been developed for amending the MOU.*
  - f. *Other provisions consistent or as deemed necessary by the local board.*
2. *Identify those entities with whom you are in the process of executing an MOU. Describe the status of these negotiations. [Interim Final Rule §662.310(b)]*

All One Stop system development to date has been accomplished by voluntary partnering efforts. We learned from it and are working to determine a structure of governance for the One Stop system. All essential MOUs will be in place by July 1, 2000.

No MOUs accompany this plan. Attachment 5 is a placeholder for including them, as they are executed. See Attachment 10 for a proposed organizational model.

3. *What process will the local board use to document negotiations with One Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed? [Interim Final Rule §662.310(b)]*

Efforts to work out MOUs will begin immediately. The PIC will initiate negotiations with all mandated partners. A timeline will be established for meetings and other work tasks needed to finalize the process. Minutes will be recorded, and correspondence documented. Any negotiation that does not result in a signed MOU by May 30, 2000 will be considered a "failed negotiation." Notification to the State WIB will be sent, with a history of negotiations and accompanying documentation.

## VI. YOUTH ACTIVITIES

*As a way to connect youth to workforce investment resources, WIA requires youth programs to be connected to the One Stop system. WIA requires improved youth opportunities and Youth Councils to be part of local workforce investment systems. Youth councils have authority to develop the youth-related portions of the local plans, to recommend youth service providers to the local boards, to coordinate youth services, and to conduct oversight of local youth programs and eligible providers of youth programs.*

*In this section describe the strategies and tactics to develop a comprehensive service delivery system for eligible youth, and discuss how that system will be coordinated through the One Stop system.*

- A. *Describe your local area's efforts to construct a youth council, and what the role(s) of the Youth Council will be. [WIA, Section 117(h)(1)(2)(3)(4)]*

In October of 1999 the PIC began development of a Transitional Youth Council that includes representatives of the various sectors mandated for participation on the Youth Council under WIA. This entity will develop the youth RFP policies and the initial planning for youth programs, including the Summer Program. With the establishment of the WIB, we anticipate a full-functioning Youth Council by mid-2000.

Through membership on the Youth Council, we will bring together a diverse and rich body of institutions, programs, community organizations, partnerships, consortia, foundations, educational institutions, and employers to initiate an historic step in a collaborative process that has been building momentum for a number of years. We shall analyze existing services to youth, identifying and filling in gaps that may exist and connecting services so that once assessed, a youth will have a development plan which will be covered by an interconnected continuum of services and opportunities flexible enough to really help an individual with individual barriers. We realize that common threads run through barriers that most youth face in becoming productive and self confident. Our system will ensure its ability to help youth through those obstacles, but it will also be flexible enough to help all youth: Youth who may need only a small amount of energy or insight to overcome the inertia of poverty or insecurity; as well as those young people who have disengaged almost completely and not only are out of school but out of touch with traditional social services and out of touch with productive elements of the economy. This demands a system that is both broad and deep; a system that includes focused outreach; a system that is interconnected and not disjointed; a system that effectively and flexibly utilizes the resources available. Our vision is such a system.

The Youth Council, which will include youth and parent representatives, will be responsible for developing the portions of the local plan relating to eligible youth. It will establish the requirements and criteria for issuance of a Request for Proposals for youth activities and oversee the competitive process used to award grants and contracts to youth serving agencies, subject to the approval of the full WIB. It will recommend eligible providers of youth activities, conduct oversight of the agencies that receive grants or contracts, and coordinate with other youth activities in the area. The WIB chairperson will assign additional duties as the need arises.

The Youth Council will be in a leadership position to act as a catalyst and advocate for youth in our community. It will serve as the vehicle that:

- Is responsible for the coordination, development of standards, oversight, monitoring and accountability of youth programs/activities;
- Develops a mechanism/forum for communicating youth and employer needs and concerns;
- Sets the tone for a more integrated and comprehensive systematic approach to service delivery;
- Develops incentives for organizations to "work and think" differently and incentives for encouraging the participation of youth with multiple barriers; and
- Develops stronger partnerships with the private sector concerning workbased learning opportunities/incentives and sustainability.

*B. How will youth services be connected with your One Stop delivery system? [Interim Final Rule § 664.700]*

A virtual One Stop Internet-based information system is nearing completion of which youth services are an integral component. We see the One Stop approach as a *system*, rather than a physical Center. Turf, transportation and other issues would be major

deterrents if services and information were only available at a select number of locations. Neighborhood based services should remain and be coordinated with the myriad of services needed to move young people into self-sufficiency.

As the One Stop system evolves, coordination of services for youth will be enhanced through strategies such as:

- An electronic data base and universal data collection system and application that can be shared with varying levels of access that builds on a "continuum of care system" for youth as they enter and exit the various program activities and elements;
- Streamlining a mechanism for broad based recruiting and referral of youth to appropriate services/activities;
- Increasing publicity and visibility of programs;
- Coordinating with other agencies for support services (child care for young parents during work hours, disability support and training services for youth with special needs);
- Creating a Service Directory that is both printed and web-based;
- Ensuring youth services are incorporated within its design;
- Making available timely information regarding providers and services/activities available;
- Certifying of providers; and
- Providing specialized community training (CBOs training one another).

We envision a variety of relationships between the One Stop Centers and the youth-serving agencies, ranging from referral and co-enrollment to shared facilities and staff. All One Stop Centers will provide services to eligible youth, and 18-21 year olds may be co-enrolled if appropriate.

An area of increasing concern to the Transitional Youth Council is the number of out of school youth. More appropriately stated, we are increasingly concerned about the inability of our current systems to reach, connect with, and engage a growing number of our urban youth. The Youth Council will pay special attention to this group, taking advantage of initiatives begun by the Urban/Rural Opportunities Grants, Youth Opportunities Grants, CBOs, and School District and City College efforts.

- C. *Describe how coordination with Job Corps, Youth Opportunity Grants, and other youth programs in your local area will occur, e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), State Planning Guidance, IV B. 14.]*

The Transitional Youth Council identified a number of large employment and training efforts that exist in San Francisco and acknowledged that there have already been initial steps taken toward coordinating these efforts in a more systematic way. However, better assessment and tracking of youths' needs and services are needed to reach young people with special needs and who face multiple barriers to employment. The creation of a more integrated system will enable us to effectively develop plans and clear paths for young people that are comprehensive and appropriate for their needs. The following youth programs have participated in the development of this plan:

- Job Corps (new for San Francisco), Jobs For Youth, School to Career Partnership, PIC sponsored youth initiatives, Conservation Corps, Youth Build, Private Sector Internship Opportunities, San Francisco Youth Works, Workreation, and Mayor's Youth Employment and Education Program.

- D. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities. [WIA, sections 118(b)(6)]*

There are currently a large number and variety of agencies providing youth activities in our city, including juvenile diversion, alternative education, GED instruction, health and mental health services, job readiness, career counseling, job placement, substance abuse, and youth development. Although numerous services exist, they are not always available in sufficient quantity, coordinated, or accessible to those youth who are most in need.

The city has a diverse array of successful providers, including EDD, Jobs For Youth, City College, the School to Career Partnership, and many others. The successful CBOs operating in the neighborhoods will be strengthened as One Stop Access Points. The provider system will have well defined goals and processes that are easily understandable, measurable, and accountable. Measurements will emphasize participant success and collaboration over competition. The system will be flexible enough to accommodate change.

We plan to conduct a survey to collect and review performance data and feedback from young people, parents and families, business, and service providers to ascertain the level of satisfaction with the services given and received. This will allow us to continuously improve both the system and individual agencies, and give us a baseline from which to work on any new plans or programs and to establish accountability goals.

- E. What is your local area's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare, and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. [WIA Section 112(b)(18)(A), Interim Final Rule §664.400, State Planning Guidance, IV B. 14]*

A major focus of the Youth Council will be the development of a comprehensive, coordinated system for providing services to youth, particularly those with special needs.

Initial efforts will focus on developing a more integrated system with the Probation Department, Human Services Department, Foster Care System, and the School District's special education programs. Youth Council representatives from foster care, education, welfare and probation will assist in this process.

Consideration will be given during the RFP process to entities that assist youth who have multiple/special barriers including youth who are transitioning from foster care or the youth authority system, are pregnant or parents, or have disabilities. It is required that all facilities meet the requirements of the American with Disabilities Act (ADA). Technical assistance will be provided to selected providers to further develop staff capacity in working with the various target populations. If the initial RFP process does not identify appropriate providers for these populations, a targeted RFP may be released.

- F. Describe how your local area will meet the Act's provisions regarding the required youth program design elements: [WIA, Section 129(c)(2)(A) through (J)]*

Of the Program Elements identified in WIA Section 129(c)(2) and the State Plan, all will be developed and made available in our community network. The Youth Council intends to survey and review organizations that provide each of these elements, and to ensure quality services are available throughout the city.

The basic principles of this plan include system wide up-front assessment and plan development, comprehensive services throughout the city, and leveraging of resources so that each agency can do what it does best. As critical facets in this system we will include all of the State and Federal design elements as follows:

*1. Preparation for post-secondary educational opportunities*

Youth programs will provide activities that strengthen basic academic functioning to prepare students to meet minimum requirements for post secondary training. In selected cases, vocational classes taken in the last two years of high school will act as the foundation for courses leading to a one or two year post secondary certification program, or to an Associate degree.

*2. Strong linkages between academic and occupational learning*

There are sizable year-round programs in which industry clusters (or Pathways) have formed in the School-to-Career context. "Pathway Advisory Boards" have been formed or are in process for a variety of industry clusters such as Business and Finance, Travel and Tourism, Information Technology, Construction and Engineering, and Health Science. These advisory boards are designed not only to develop education-rich work-based learning opportunities, but to influence the curriculum and teaching tactics of our schools, such as project-based learning.

It is our operational strategy to unite and gradually systematize these opportunities so that we may make an appropriate match consistent with a young person's developmental needs and his or her development plan. The quality of the occupational learning varies widely as does the link of that work experience back to the classroom — wherever that classroom may be.

School age youth who are participating in the WIA youth program will attend academic and occupation classes in conformance with the student's development plan. All plans will be consistent with the state education requirements and school policy and rules.

School age youth who enter the program as school dropouts will reenter a comprehensive high school and pursue academic and occupational training or reenter through the community or alternative school programs. Academics will be provided through the community schools and vocational training through the Regional Occupation Centers. The coordination of education and training will be provided through the One Stop Access Points located at these sites.

It is the task of the Youth Council to broaden the scope of work experience, ensuring both the employer and the young person are conscious of and conversant in the occupational learning that is so important. In addition, with the wide range of opportunities comes the challenge of ensuring that each work experience is linked to an academic experience. Collaboration between many of the providers discussed above has resulted in pilot projects to communicate between school and CBO to ensure that the correct people at the school are aware of the work experience in which the student is engaged. The Youth Council will expand on these pilots and make systematic this communication.

*3. Preparation for unsubsidized employment opportunities*

Out of school youth 18-21 will be served through the One Stop Centers or provided similar services through Access Points and participating youth-serving agencies. The building of strong basic academic and basic work skills is the focus of in-school youth programs. Program content is closely aligned with the needs employers have consistently expressed regarding basic employability.

The Youth Council will evaluate the current state of these efforts and in collaboration with service providers develop a plan to standardize and enhance the preparation activities in San Francisco. It is important to note here that when we say standardize we mean create standards and outcomes for preparation of youth. These then can be applied to the myriad of conditions faced by youth and the large range of experience youth have in the labor market. A continuum will be established so that upon assessment we will know what the young person needs in order to move to the next level of preparedness and even to complete his or her development plan. We also understand that the delivery of such preparation will need to match the particular learning style of different youth and account for the conditions in which they find themselves. The same flexibility will be used for training of specific occupational skills, as we utilize the many existing programs while enhancing, as needed, the systematic approach to outcomes.

#### *4. Effective linkages with intermediaries with strong employer connections*

We will ensure that the Youth Council has as members intermediaries with strong ties to employers; in addition, through collaborative efforts already underway, those intermediaries not on the Council are helping to build the system that is our vision.

Examples of intermediaries with whom the Council will coordinate include: San Francisco Department of Children, Youth, and Their Families; San Francisco School-to-Career Partnership; San Francisco Youth Employment Coalition; Jobs For Youth/EDD; and New Ways Workers. We will invite other organizations to participate in order to better serve the city's youth and employer communities and to leverage resources.

Through the efforts of the Youth Council we plan to give more organization and coordination to this collaboration, using the experience and resources to both rationalize the system and better structure education-rich work-based learning experiences. This will include, among other tasks, better orientation and preparation of employers (and employee and trade organizations) for their role in our system.

Nearly 3,000 work-based experiences for youth were developed for the summer of 1999. More than half were paid internships or more traditional paid jobs. This could not happen without strong support from employers of many different industries, sizes and ownership. The City and County government, for example, incorporates youth employment into its departmental budgets. Examples of members of the business community who have been supportive throughout the years include Bank of America, Chevron, Gap, McKesson, Schwab, and PG&E.

#### *5. Alternative secondary school services*

There are a number of alternative and county community day schools in San Francisco that provide services to high achieving students and to those who are marginally achieving or are on the verge of dropping out. These schools provide additional and innovative resources to support the academic achievement and participation in employment and training opportunities with connectivity to the

workforce. WIA resources will seek to build and enhance these efforts and serve out of school youth and those who have dropped out to re-engage them to re-enter school or go on into post secondary or vocational training programs.

6. *Summer employment opportunities*

When the objective assessment and individual service strategy indicate that work experience is appropriate, eligible youth who are unable to find work may be placed in summer employment as the entry point into a year-round activity. Academic and occupational learning will be linked to the work experience, consistent with guidelines established by the Youth Council.

7. *Paid and unpaid work experience*

Paid work experience will be offered to youth who can benefit from such experiences. Work experiences will be structured to be learning experiences. Worksite supervisors will be provided sufficient training to ensure that this occurs. The work experiences will provide youth exposure to the world of work and the common expectations in the workplace. The experiences are designed to help youth acquire the skills, personal attributes and knowledge needed to get and keep a job, and to advance at their place of employment. Worksites will be selected based on their ability to provide the youth with career exposure and rudimentary skill development; the experience is not intended to provide employers with free labor.

Work experiences may include one or more of the following: Employability or generic workplace skills, exposure to an industry or occupational cluster, job shadowing and internships, basic academic skills, entrepreneurship and on-the-job training.

Many of the groups, coalitions and partnerships in San Francisco are experienced in generating and supporting paid year-round and summer work experiences for youth of diverse backgrounds and experience.

8. *Occupational skills training*

Out of school youth who lack the necessary job skills to get and keep a job will be provided occupational skills training, after an assessment, consistent with the plan developed with their case manager. ITAs and contract packages may be appropriate for older youth.

Occupational skill offerings will also be provided by the San Francisco Unified School District, the City College of San Francisco, private schools, and an eligible training provider list. Regional Occupational Centers are in operation at both Unified School and City College sites.

9. *Leadership development opportunities*

The Youth Council will reach out to human resource managers and the employer community to establish mentoring programs for youth. We will develop speaker programs that can be given at various civic, professional, and faith-based organizations to solicit their commitment regarding this and other leadership type programs.

Other leadership programs will directly involve training of the participant. These will provide training that promotes positive social behaviors and peer group interaction.

#### 10. *Comprehensive guidance and counseling*

Various types of counseling will be offered through the One Stop Centers, Access Points, and CBOs that promote good career choices and expanded job opportunities for youth, while enabling them to effectively manage their personal and family life.

#### 11. *Supportive services*

Supportive services will include transportation and child care assistance when needed. A wide range of other supportive services may be provided when acute needs arise, at the direction of the case manager, with careful attention to the needs of the disabled and homeless youths.

#### 12. *Follow-up services. [Interim Final Rule §664.450(a)(1) through (6)(b), State Planning Guidance, IV B.15.]*

Follow up services will track the progress of youth in employment after training. They may include leadership development through adult mentoring, work-related peer support groups, regular contact with a youth participant's employer to resolve work-related problems that arise, assistance in securing better paying jobs and more education, career development and other supportive services leading to employment retention.

All youth, particularly those most in need, will acquire the necessary skills to successfully transition into adulthood, careers, and further education and training.

### VII. ADMINISTRATIVE REQUIREMENTS

#### A. *What competitive process will be used to award grants and contracts for youth services in your local area? [WIA Section 118 (b)(9), 112(b)(18)(B) and Section 123]*

Request for Proposals, Request for Quotes, or Request for Bids will be issued to award contracts and grants for youth services, with wide dissemination to a solicitation list of eligible youth service providers. Selections of contractors will be based on the recommendations of the Youth Council-and, when developed, on the criteria contained in the State Plan.

The WIB will endeavor to develop universal procurement policies and procedures which meet the minimum requirements of all of the various funding sources it coordinates.

#### B. *What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [WIA, Section 118(b)(9)]*

To build community and employer support, the WIB will implement a comprehensive performance information system designed to meet the requirements of WIA and the needs of local decision-makers for program evaluation. It will identify and define relevant, measurable performance indicators. A baseline for performance will be established, and proposed progress indicators will be determined. The Youth Council

will participate in the WIB's performance planning, including definitions, reporting and data gathering methodologies, etc., and will use jointly developed performance review procedures.

Over time, the Youth Council may propose additional elements of information collection to fully certify the competency of all bidders of youth services. Data will be compiled, where possible, to determine before and after measures to support the treatment effect.

A primary benefit of the evaluation system will be a clear determination of contractor capability and for determining the renewal of contracts. All measures will be presented to the WIB for approval before they are implemented.

Funds disbursed for any services will be based on negotiated levels of performance or performance improvement. They may be contract reimbursements (based on cost or agreed-upon schedule), tuitions or voucher payments, or other performance criteria defined in the solicitation.

WIB administrative purchases (other than salaries) will be generally procured competitively.

- C. *What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official? [WIA Section 117(d)(3)(B)(i)(I)(II)(III) and 118(b)(8)]*

Initially the Private Industry Council will be responsible for the administration of the WIA programs, as well as the closing out of JTPA programs. As a full-functioning WIB develops, administrative tasks will be handed off. Timetables for these transitions have yet to be developed.

The San Francisco WIB requests that California's Governor ask the Secretary of Labor to waive, under section 189 (i)(4) of the Act, the local administrative cost limitation of ten percent which is specified in the Act, its Interim Final Rule, and, if still necessary, its eventual Final Rule.

- D. *What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers? [WIA Section 112(b)(18)(B), State Planning Guidance III B.1.f.]*

Solicitations for youth activities may require differing criteria, depending on the groups to be served and their presenting barriers. Generally each solicitation's criteria will be discussed and approved by the Youth Council and WIB prior to RFP or RFQ release.

Typical criteria for youth training may include (but not be limited to) cost or rate per positive outcome; quality of recruitment, screening, referral, assessment; individualized plan development; curricula of job training; case management and support systems; job placement activities; community infrastructure and track record; and coordination with employers and the workforce development system.

- E. *What is your local area's definition regarding the sixth youth eligibility criterion, ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). [WIA Section 101(13)(C)(vi)]*

Persons aged 14 to 21 years who require supportive services and/or longer term education and skill training due to multiple barriers to employment, including: enrollment in special

education, school drop-outs, students maintaining less than a "C" average, truants, persons with Limited English Proficiency, persons with disabilities including learning disabilities, physical and mental disabilities, and sensory impairments, offenders, single parents, non-custodial parents, pregnant women, persons with substance abuse and alcohol problems, and homeless persons.

## VIII. ASSURANCES

- A. The Local Workforce Investment Board and its staff assure that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA, Section 112(b)(11)]
- B. The Local Workforce Investment Board assures that it will comply with WIA, Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary that it has:
  1. Implemented the uniform administrative requirements referred to in WIA, Section 184(a)(3);
  2. Annually monitored local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
  3. Taken appropriate action to secure compliance pursuant to WIA, Section 184(a)(5).
- C. The Local Workforce Investment Board assures that compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA, Section 181(b)(7)]
- E. The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA, Section 189(c).
- H. The Local Workforce Investment Board certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. [State Planning Guidance VI. 11.]
- I. The Local Workforce Investment Board certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- J. The Local Workforce Investment Board certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees. [State Planning Guidance VI. 13.]

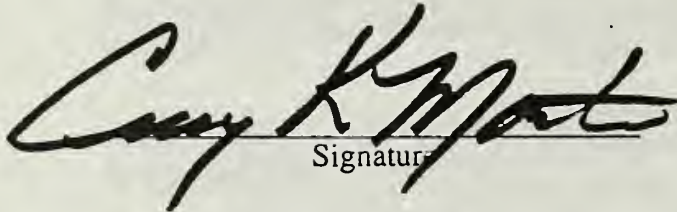
- K. The Local Workforce Investment Board certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans, and that affirmative action plans have been included for designated offices.
- L. The Local Workforce Investment Board assures that it will comply with the current regulations, 20 CFR part 651.111, to develop and submit affirmative action plans for migrant and seasonal farmworker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.
- M. The Local Workforce Investment Board has developed this plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners. [WIA Section 118(a)]
- N. The Local Workforce Investment Board assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq).
- O. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.

IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This plan represents the City and County of San Francisco Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This plan is submitted for the period of July 1, 2000 through June 30, 2005 in accordance with the provisions of the Workforce Investment Act.

On Behalf of the Alternate Entity for  
San Francisco's Workforce Investment Board



Signature

Craig K. Martin

Name

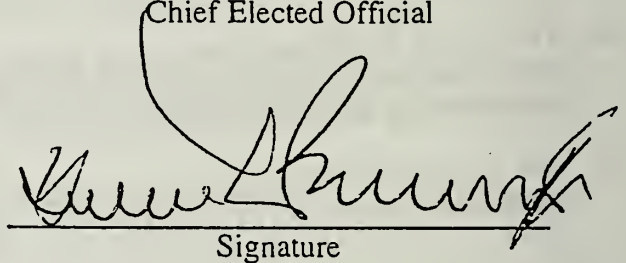
Chairman, Private Industry Council  
of San Francisco

Title

Feb. 25, 2000

Date

On Behalf of the San Francisco  
Chief Elected Official



Signature

Willie L. Brown, Jr.

Name

Mayor, City and County  
of San Francisco

Title

Feb. 25, 2000

Date

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM RESOURCES COMMITTEE (PRC)  
AND THE  
RESEARCH & EVALUATION COMMITTEE (REC)

DOCUMENTS DEPT.

NOV - 5 2001

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PUBLIC LIBRARY

**Date:** Thursday, November 8, 2001  
**Time:** 10:00 a.m. – 12:00 noon  
**Location:** SF Community College District Office  
Auditorium  
33 Gough Street  
San Francisco CA 94103

PROPOSED AGENDA APPEARS ON THE REVERSE SIDE

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at [www.ci.sf.ca.us/infoctr/sunshine/index.htm](http://www.ci.sf.ca.us/infoctr/sunshine/index.htm)

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

Issued: Friday, November 02, 2001

## PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of Minutes for July 25, 2001 REC Meeting (*Action Item for REC*)\*
3. Adoption of Minutes for September 5, 2001 PRC Meeting (*Action Item for PRC*)\*
4. Submission of Proposal for Governor's 15% WIA Discretionary Funds (*Action Item for PRC*)\*
5. Strategy for Resource Mapping (Discussion Item)\*
6. Income Eligibility for WIA Adult Services (Discussion Item)\*
7. Implications of Using Some WIA Adult Funds for Individual Referrals (Discussion Item)\*
8. Public Testimony on Non-Agenda Items (Discussion Item)
9. Future Agenda Items (Discussion Item)
10. Adjournment (*Action Item*)

\* Information enclosed



PRIVATE INDUSTRY COUNCIL  
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employment  
opportunities*

MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE DATE: NOVEMBER 1, 2001

FROM: PAMELA S. CALLOWAY, PRESIDENT

SUBJECT: NEW CAREGIVER TRAINING PROPOSAL (GOVERNOR'S 15%) (Agenda Item 4.)

The PIC is requesting Committee and WIB approval to respond to a solicitation from the California Workforce Investment Board for a grant from the Governor's Workforce Investment Act 15% Discretionary Fund. With its collaborators (at right), the PIC desires to propose a program to address the caregiver shortage by recruiting and training new workers and providing career advancement for incumbent workers.

The proposed project builds on relationships established during the initial Caregiver Training Initiative (CTI), a current Governor's grant. Partnerships have been established among public agencies, community-based organizations, SEIU Local 250, City College, and employers.

The new project will recruit and train approximately 50 home care providers and 60 certified nursing assistants (CNAs). In addition, it will assist employers, Jewish Vocational Service, and City College to recruit and train 10 CNAs for advancement to Licensed Vocational Nurse status.

The proposed grant period would begin January 1, 2002, and end December 31, 2003; proposals are due November 9, 2001. The maximum grant award is \$1.5 million. Due to the expedited time frame, the exact amount needed to fund the project has not yet been determined.

This new project is a work in progress. Project partners are currently negotiating terms of participation with several employers. A copy of the proposal will be available from the PIC after Nov. 9 (call Joel Streicker, 431-8700).

**Project Collaborators**

City College of San Francisco  
Jewish Vocational Service  
SEIU Local 250  
Arriba Juntos  
Self-Help for the Elderly  
Network for Elders  
Catholic Healthcare West (projected)  
Seton Medical Center (projected)  
UCSF (projected)  
Private Industry Council, Inc.,  
and others

**Target population**

Low-income adults, CalWORKs recipients, incumbent home care workers



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE  
RESEARCH AND EVALUATION COMMITTEE

DATE: November 1, 2001

FR: TRENT RHORER & BRIAN MURPHY, CHAIRS

*WIA for TR & BM*

RE: DEVELOPING A "RESOURCE MAP" OF TRAINING SERVICES (Agenda Item 5)

The Program Resources Committee (PRC) of the WIB identified the development of a "Resource Map" of training services as one of its priorities. The objective of this mapping exercise is to centrally collect and clearly present a comprehensive picture of where workforce development resources are invested, and what vocational training services are currently available through Community Based Organizations, the Community College system, Institutions of Higher Education, and employers in San Francisco.

At the same time, the Research and Evaluation Committee (REC) of the WIB is exploring questions about how "success" should be defined in the employment and training system and how to most effectively align training capacity with changing labor market demands.

These priorities of the two WIB committees can and do intersect in a number of ways. The "Resource Mapping" project is one concrete example of this. The Resource Map will be used to orient members of the WIB and the community at large as to what training is currently available in the workforce development system and how it is paid for. The Resource Map, coupled with labor market information, can help the WIB and the training community identify sectors and occupations for which additional training capacity is needed and where streamlining may be possible.

Staff resources to research and prepare the "Resource Map" are currently being identified. The scope and scale of this undertaking will depend largely on the outcome of this effort to marshal staff resources from WIB partners. More information on this question will be available at the November 8 meeting.

Attached is a proposal for the data to be included in the Training Services Resource Map.



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## FOR DISCUSSION

The following are a list of information items about training programs that would be gathered and presented in the Training Services Resource Map. The availability of the information will vary somewhat depending if the entity is a CBO, institutions of higher education or employer.

- ☐ Agency/Institution
- ☐ Each training program offered
  - ☐ Content of training
  - ☐ Occupations/sectors
  - ☐ Certifications
  - ☐ Soft skills
  - ☐ Placement / retention services
  - ☐ Case management
- ☐ Location of training
- ☐ Current funding for *each* training program
  - ☐ Annual budget / cost
  - ☐ When funding is due to end
  - ☐ Sources of funds (public and private)
  - ☐ Number of funded training slots in FY01-02
  - ☐ Limitations on who can be trained, based on funding
- ☐ Partners in *each* training program
  - ☐ Role of business partners
  - ☐ Role of community college
  - ☐ Role of other CBO
  - ☐ Role of city agency
  - ☐ Other
- ☐ Target populations for program
  - ☐ Neighborhood focus
  - ☐ Culture/language
  - ☐ Incumbent workers
  - ☐ Unemployed individuals
  - ☐ Other



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE  
RESEARCH AND EVALUATION COMMITTEE  
THROUGH PAMELA S. CALLOWAY

DATE: November 1, 2001

FR: AMANDA FEINSTEIN, WIB STAFF *WIA for HF*

RE: DEFINING ELIGIBILITY FOR WORKFORCE INVESTMENT ACT (WIA) ADULT  
INTENSIVE AND TRAINING SERVICES (Agenda Item 6)

The local Workforce Investment Board has some latitude to locally define the target populations for intensive and training services funded with WIA Adult dollars.

The purpose of this item on the November 8, 2001 joint meeting of the Program Resources Committee and Research and Evaluation Committee is to initiate this discussion. It is expected that an informal working group of interested committee and community members will continue analysis of this eligibility question beyond the meeting and return to the committees with a recommendation for action. The outcome of this process will inform the content of the WIA Five Year Plan which is to be submitted for state approval as soon as possible.

### Intensive Services

The Workforce Investment Act identified a variety of activities as "intensive services." These activities can be generally classified as those that require some level of one on one work between a job seeker and the service provider, but do not include vocational skills training. For example, diagnostic testing, development of individual employment plans, counseling, career planning, and soft-skills instruction.

Individuals eligible to receive these "intensive services" are those who are unemployed, unable to secure employment through "core services" (such as job postings and labor market information) and determined by the one-stop operator to be in need of "intensive services" to secure employment. Additionally, job seekers may also receive intensive services:

WIA section 134 (d)(3)(A)(ii) who are employed, but are determined by a one stop operator to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency.

The definition of "employment that allows for self-sufficiency" is to be locally defined by the workforce investment board. The opportunity is to determine, based on the cost of living in San Francisco, what this income level should be.

### Training Services

The issue of income eligibility for WIA Adult training services is related to the use of contracts or "Individual Training Accounts" (ITAs). Because contracts for training may only be used to serve individuals who are considered "special participant populations" and who meet the "low-income" guidelines, the question of income eligibility for contracted services is moot.

However, when training services are funded through the use of ITAs, the local Workforce Invest Board has some discretion with regard to income eligibility. This is tempered by a mandate to "prioritize" services for low-income individuals.

WIA Section 134 (d)(4)(E) In the event that funds allocated to a local area for adult employment and training...activities are limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive services and training services. The appropriate local board shall direct the one-stop operators in the local area with regard to making determinations related to such priority.

The Employment Development Department WIA Question and Answer page clarifies the point that it is not necessary to commit 100% of WIA adult training funds to low-income individuals to meet the mandate to "prioritize."

ELIG-WIA09 – Is anyone eligible for intensive and training services, or is there an income requirement?

Unless the Local Workforce Investment Board (LWIB) determines that funds are not limited in the Local Workforce Investment Area (LWIA), the priority for intensive and training services must be given to recipients of public assistance and other low-income individuals. The priority does not necessarily exclude individuals who are not public assistance or low-income individuals from intensive and training services. The LWIB determines how the priority is applied.

There are many situations that may qualify a person as "low-income," including homelessness, status as a foster child, receipt of cash assistance or food stamps and actual family income. The last of these, family income, presents a particular challenge in a high cost city such as San Francisco. In this regard, a low-income individual is one who:

WIA Section 101 (25) (B) received an income, or is a member of a family that received a total family income, for the previous 6-month period prior to application for the program involved...that in relation to family size, does not exceed the higher of (i) the poverty line, for an equivalent period; or (ii) 70 percent of the Lower Living Standard Income Level, for an equivalent period.

Seventy percent of the Lower Living Standard Income is used for San Francisco. This means that applicants for training services may not have family incomes that exceed the following:

Family Size	Six Month Income
1	\$4,295
2	\$6,715
3	\$9,215
4	\$11,375
* Add \$2,275 for each additional family member	

In San Francisco, where the cost of living is high and one of our goals is to assist working poor people to advance in their earnings and up career ladders, this income threshold may be so low as to exclude from training services an important segment of our community. Namely a significant group of working individuals who are too poor to buy their own training and yet too "rich" to receive WIA funded training.

Again, if training funds are invested through ITAs, the WIB has the opportunity to establish what fraction of training funds should be prioritized for "low-income" individuals and what resources will be available for the next rung of the working poor.

In order to for the WIB to do this, some analysis on the part of the WIB will be necessary. The "Final WIA Rule" offers the following guidance:

20 CFR Section 663.600 (b) Since funding is generally limited, States and local areas must establish criteria by which local areas can determine the availability of funds and the process by which any priority will be applied under WIA section 134(d)(2)(E). Such criteria may include the availability of other funds for providing employment and training-related services in the local area, the needs of the specific groups within the local area, and other appropriate factors. (d) The process for determining whether to apply the priority established under paragraph (b) of this section does not necessarily mean that only the recipients of public assistance and other low income individuals may receive WIA adult funded intensive and training services when funds are determined to be limited in a local area. The Local Board and the Governor may establish a process that gives priority for services to the recipients of public assistance and other low income individuals and that also serves other individuals meeting eligibility requirements."

These are the issues for discussion.



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE  
RESEARCH AND EVALUATION COMMITTEE  
THROUGH PAMELA S. CALLOWAY

DATE: November 1, 2001

FR: AMANDA FEINSTEIN, WIB STAFF *NSA AF AF*

RE: DISCUSSION OF POSSIBLE USE OF SOME WORKFORCE INVESTMENT ACT (WIA)  
ADULT FUNDS FOR "INDIVIDUAL REFERRALS" / "INDIVIDUAL TRAINING  
ACCOUNTS" (Agenda Item 7)

At its meeting of October 10, 2001, the Executive Committee of Workforce Investment San Francisco voted to extend all PY01-02 WIA Adult training subcontracts through the end of the current fiscal year. The Executive Committee rejected another possible scenario presented by staff that would have extended only certain of those subcontracts and placed the remaining funds in an "Individual Referral Pool" through which training could be purchased for eligible individuals on a per person basis.

In taking this action, the Executive Committee requested that the Program Resources Committee spearhead the process of thoroughly investigating the possible implications – both opportunities and challenges – of shifting any amount of WIA Adult training funds out of traditional subcontracts with community agencies and into an "Individual Referral" pool.

The purpose of this discussion item on the November 8, 2001, joint meeting of the Program Resources Committee and Research and Evaluation Committee is to initiate this process. It is expected that an informal working group of interested committee and community members will continue analysis of this question beyond the meeting and return to the committees with a recommendation for action. The outcome of this process will also inform the content of the WIA Five Year Plan which is to be submitted for State approval as soon as possible.

### Background

"Individual Referrals" (IR's) and "Individual Training Accounts" (ITA's) are essentially the same concept. The crux of the concept is to use training dollars to purchase a specific training for a particular trainee from a menu of eligible training programs. The alternative is to enter into competitively procured, up-front contracts with a more limited number of training providers, and for a specific dollar amount to train a predetermined number of low-income individuals meeting the "special populations" definition as authorized in subsection 134 (d) (4) (G) (iv) of the Act.

It is the intent of the Workforce Investment Act of 1998 to have training services paid for with Individual Training Accounts, not contracts.

WIA Section 134 (d)(4)(G)(I) states: In general, except as provided in clause (ii), training services provided under this subparagraph shall be provided through the use of individual training accounts in accordance with this paragraph, and shall be provided to eligible individuals through the One Stop delivery system.

The exceptions to this directive include on-the-job training services, situations where a local board determines that there are too few training programs in the area to accomplish the goals of training accounts, and in cases where:

WIA Section 134 (d)(4)(G)(ii) the local Board determines that there is a training service program of demonstrated effectiveness offered in a local area by a community based organization or another private organization to service special participant populations that face multiple barriers to employment.

The WIA legislation provides the following definition of "special participant population":

WIA Section 134 (d)(4)(G)(iv) the term "special participant population that faces multiple barriers to employment" means a population of low-income individuals that is included in one or more of the following categories:

- (I) Individuals with substantial language barriers
- (II) Offenders
- (III) Homeless Individuals
- (IV) Other Hard to serve populations as defined by the Governor

In San Francisco to date, the Private Industry Council in PY00, and subsequently Workforce Investment San Francisco in PY01, made the decision to invest the training portion of the WIA Adult Title funds through contracts, not ITAs. The intent was to ensure that special populations of low-income adults specified in the Five Year WIA Plan would be served, and that the financial stability of community based training providers be supported.

Some of what is lost in this decision is the flexibility for greater "customer choice" by potential trainees to select training from a larger menu of options and the option of raising the income eligibility threshold to include a broader slice of the working poor.

As Workforce Investment San Francisco begins planning for the third year of funding under WIA, this strategy of investing all training funds through contracts is being re-evaluated, and eventually modified or affirmed.

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM RESOURCES COMMITTEE (PRC)

DOCUMENTS DEPT.

NOV 30 2001

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San Francisco CA 94103

PROPOSED AGENDA APPEARS ON THE REVERSE SIDE

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Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

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### OTHER ACCOMMODATIONS

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Issued: Wednesday, November 28, 2001

## PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of Minutes for November 8, 2001 Meeting (*Action Item*)\*
3. Staff Recommendations for Carry Forward Refugee Funds, Review of Programs, and Recommendations for Programs Currently on Probation (*Action Item*)\*
4. PRC Future Meeting Schedule and Agenda Items (Discussion Item)\*
5. Update on TANF Reauthorization (Information Item)
6. Update on Resource Mapping Project (Information Item)
7. Update on Income Eligibility for WIA Adult Services/Individual Referral Task Force (Information Item – Note: Task Force Meeting scheduled for 12/14)
8. Two Sectoral Training Strategies: Caregivers' Training Initiative and Information Technology (Information Item)
9. Public Testimony on Non-Agenda Items (Discussion Item)
10. Future Agenda Items (Discussion Item)
11. Adjournment (*Action Item*)

\* Information enclosed



PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

*creating  
employment  
opportunities*

**MEMORANDUM**

**TO:** PROGRAM RESOURCES COMMITTEE **DATE:** NOVEMBER 27, 2001

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** STAFF RECOMMENDATIONS FOR CARRY FORWARD REFUGEE FORMULA FUNDS WITH REVIEW OF SUBCONTRACTORS' FEDERAL FISCAL YEAR (FFY) 2000 PERFORMANCE AND RECOMMENDATIONS FOR PROGRAMS CURRENTLY ON PROBATION (AGENDA ITEM 3)

The Program Resources Committee of the Workforce Investment San Francisco (WISF) Board is asked to approve an expenditure plan for carry forward FFY 2000 Refugee Employment Social Services (RESS) and Targeted Assistance (TA) formula funds.

**Available Funds**

Staff have identified funds that are unexpended from FFY 2000 and can be carried forward to FFY 2001 programs. There are also slight differences between San Francisco's FFY 2001 preliminary and final allocation amounts. The preliminary amounts were used for initial Request For Proposal (RFP) funding recommendations in August. The differences and carry forward amounts are as follows:

	Services	PIC Admin.
Final TA amount difference	(\$26)	(\$4)
Final RESS amount difference	\$2,416	\$427
Carry Forward RESS funds	\$14,703	\$0
Carry forward TA funds	<u>\$102,893</u>	<u>\$0</u>
Total	\$119,986	\$423

**Background**

For the FFY 2000-funded year, which ended September 30, 2001, the PIC funded six agencies with RESS and TA formula monies. Four of those agencies, Refugee Transitions, Jewish Vocational Service (JVS), Catholic Charities/Refugee Employment Assistance Program (REAP), and African Immigrant and Refugee Resource Center (AIRRC) operated employment programs. International Institute of San Francisco and Refugee Transitions had programs that provided acculturation and social adjustment

services to refugees through RESS funds. The International Rescue Committee served as the Central Intake Point (CIP) for all PIC-funded refugee employment services.

JVS was responsible for both Employment Services (ES) and Vocational Training (VT) programs. They actually had two VT programs: Office Technology and Communication and Computer Aided Drafting & Design (CAD). The VT programs included concurrent Vocational English as a Second Language (VESL) training.

Our ES programs are structurally alike. All provide concurrent English Language Training along with job search workshops, counseling, and job readiness training.

### **FFY 2000 Performance**

The first three attached tables reflect the subcontractors' performance from October 1, 2000 through September 30, 2001. The tables are arranged by funding source (TA/RESS) and grouped by activity (ES/VT/IR). The third table shows a comparison of the ES/VT/IR activities.

We enrolled 255 of a planned total of 306 (83%) for the formula-funded employment subcontracts. By the end of September, we achieved a 45% employment rate with an average hourly wage of \$10.97. Sixty-nine percent of the full-time jobs included health benefits. Some participants who have not yet been placed in unsubsidized employment continue to be served, and therefore the employment rate should increase. Locally we will continue to track them as Federal Fiscal Year (FFY) 2000 program participants.

### Employment Services (ES)

The ES programs achieved 80% of their enrollment goal, 65% of their placement goal, and had a 47% placement rate. The ES average hourly wage was \$10.77. Individually, the JVS ES program for refugees age 49 and under placed 57% of those enrolled and had an average wage of \$11.39 per hour. REAP's ES program placed 52% of those enrolled and had an average wage of \$9.78 per hour. JVS's program for refugees age 50 and over placed 45% of those enrolled and had an average wage of \$11.79 per hour. AIRRC's ES program placed 19% of those enrolled and had an average wage of \$8.47 per hour. RT asked to terminate its ES contract effective December 2000, and did not place any of its seven refugees. They were transferred to other programs.

### Individual Referral/On-the-Job Training (IR/OJT)

REAP's IR/OJT program achieved 100% of its enrollment goal. All of the clients were individually referred to vocational classroom training programs; none were enrolled in on-the-job training. At the end of September, the program had only achieved a 16% placement rate; however, none of its participants have been terminated and all are continuing to receive services. At the end of September, the IR average hourly wage was \$12.36.

### Vocational Training (VT)

JVS's Office Technology program achieved 90% of its enrollment goal, 63% of its placement goal, and had a 52% placement rate, with an average hourly wage of \$10.42. JVS's Computer-Assisted Drafting and Design (CAD) and web design program achieved 89% of its enrollment goal, 57% of its placement goal, and had a 46% placement rate, with an average hourly wage of \$12.78. Many participants in both of these programs are still current clients. The combined VT average hourly wage is \$11.47.

### Acculturation/Social Adjustment Services (A/SAS)

International Institute's acculturation program exceeded its enrollment goal, but RT achieved only 41% of its goal. RT did not submit a proposal for FFY 2001 funding.

### **Recommendations for Programs Currently on Probation**

FFY 2001 funding for two programs, REAP's IR program and AIRRC's ES program, was recommended on a probationary basis due to low placement rates.

### REAP's IR Program

This program's individual funding recommendation included the following caveat:

*"Because REAP has not placed anyone yet this year, and because it has achieved only a 55% placement rate for its FFY 1999 program, REAP's funding recommendation is made on a probationary basis, with the expectation that both FFY 1999 and 2000 programs will show increases by September 30, 2001 in the number of refugees placed in jobs. Staff recommend an increase to at least a 70% placement rate for FFY '99. Since some current FFY '00 program refugees are still in training (6 or 7) and not available yet for placement, Staff recommend the increase in FFY '00 placement performance reflect the placement of 70% of those who have been out of training for three months or more (at the end of September)."*

A review of performance data as of September 30, 2001 shows that REAP's FFY 1999 program achieved a 69% placement rate. Staff also reviewed FFY 1999 data through October 31, 2001, as it was available. There was no change in the data from September to October.

Of the 25 refugees enrolled in the FFY 2000 program, 18 completed their training on or before June 30, 2001, and therefore have been out of training for three months or more. Of those, 3, or 17 % were placed in jobs as of September 30, 2001. A review of data through October 2001 indicates that 4 (22%) of those who have been out of training for three months or more were placed through October. As of this date in November, PIC received documentation for an additional 6 placements, of which 3 of the refugees had been out of training for three months or more. If we consider all available data to date, the program has placed 7 (39%) of the 18 who completed their training on or before June 30, 2001. It has an overall placement rate of 44%.

### Recommendation

Since REAP's IR program got very close to the FFY 1999 stipulation, but fell far short of the FFY 2000 one, it is recommended that the program remain on probation through February 28, 2002, at which time, the program's probationary status will be re-evaluated and staff would expect that 70% of all FFY 2000 enrollees would be placed. As of October 30, 2001, all of the refugees have completed training.

### AIRRC's ES Program

This program's individual funding recommendation included the following:

*"The arrival and service data for the target population of this proposed program indicate that there is a very sparse number of Africans and Middle Easterners eligible for refugee funded services who live in San Francisco. And those who are here, because of their small numbers, should already be being served. For that reason, and the agency's lack of placements this year, Scenario #1 does not recommend funds for this program.*

*However, Scenario #2 presents the Committee with an option to fund this program on a probationary basis for a small number of Africans and Middle Easterners who may arrive in San Francisco or be granted asylum over the next year. The agency would be expected to increase its current program's placement rate by the end of September to at least equal to the lowest placement rate of the other two Employment Services (ES) programs currently operating."*

The WISF Board and its committees approved funding scenario #2.

A review of performance data as of September 30, 2001 shows that AIRRC's FFY 2000 program achieved a 19% placement rate. Staff also reviewed FFY 2000 data through October 31, 2001. AIRRC's placement rate at the end of October was 25%. PIC has not received any additional placements in November. There are four refugees who are still active and not placed. If all four were placed, AIRRC would have a 50% placement rate.

For September and October, JVS's ES program for those younger than 50 years of age achieved 57% and 61%, respectively and REAP's ES program achieved 52% and 53%. JVS's ES program for those 50 and over had a 45% placement rate at the end of both September and October.

### Recommendation

Because it has fallen well short of the probationary requirement, and staff believe that the refugees would be better served in other refugee employment programs, it is recommended that the AIRRC program be de-funded effective December 31, 2001. All active refugees would be transferred to another refugee program at that time.

However, because there are four active refugees who possibly could be placed by the agency, giving it a 50% placement rate which would be close to the other ES programs' rates, the Committee may want to consider an option to continue the program on a probationary basis through February 28, 2002, at which time, staff would expect the remaining four refugees to be placed. If they are not, the program would be terminated effective March 31, 2002, and all active refugees would be transferred to another refugee program at that time.

### **Carry Forward Funding Recommendations**

Table 4 represents PIC Staff recommendations for the carry forward funds. They are:

- Increasing funds for the Central Intake Point for intake and assessment services for the additional refugees to be served.
- Increasing Catholic Charities' ES program enrollment goal by 8. Total planned enrollment goal of 58 is two fewer than the number of enrollments achieved last year (60).
- Increasing Jewish Vocational Service's (JVS) Office Technology and Communication (OTC) enrollment goal by 12. This will enable JVS to offer night classes for refugees who are working, but not yet self-sufficient. Total planned enrollment goal of 27 matches the number of enrollments achieved last year.
- Increasing Jewish Vocational Service's (JVS) Computer-Assisted Drafting & Design (CAD) program enrollment goal by 10. It currently has a waiting list of approximately 8 refugees. Total planned enrollment goal of 24 matches the number of enrollments achieved last year.
- Slightly increasing funds for supportive services, including transportation and childcare subsidies, for the additional refugees to be served.

Staff will be available at your December 5, 2001 meeting to answer any questions you may have. Please feel free to contact Karen Hart at 415-923-4260 should you have questions before the December 5 meeting.

### **Attachments**

cc: Refugee Subcontractors  
Jay Nelson, CDSS  
DHS Staff  
PIC Staff



TITLE: 952 TA 2000

SUBCONTRACTOR PERFORMANCE SUMMARY - ACTUAL VS PLANNED

PERIOD: 10/01/2000 TO 09/30/2001

COMP ACRONYM	TOTAL SERVED		EMPLOYMENT		EMP. ENTRY WITH HEALTH BENEFIT		90 DAY EMP RETENTION		CASH REDUCTION		CASH TERMINATION		HOURLY WAGE	HOURS P/WEK	EMPLOYMENT RATE*						
	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%									
147A952P1	60	83	72%	35	54	65%	8	40	20%	12	41	29%	0	9	0%	22	31	71%	\$9.78	25.00	52%
REAP-ES/ELT																					
160A952P1	16	14	114%	3	11	27%	0	6	0%	2	8	25%	0	4	0%	2	7	29%	\$8.47	40.00	19%
AIRRC-ES/ELT																					
168A952P1	67	63	106%	45	48	94%	21	22	95%	22	36	61%	4	19	21%	8	29	28%	\$11.39	28.00	57%
JVS-ES/ELT																					
168A952P11	29	35	83%	14	16	88%	4	14	29%	9	10	90%	0	5	0%	5	11	45%	\$11.79	25.00	45%
JVS-ES/ELTO																					
263A952P1	7	29	24%	0	20	0%	0	15	0%	0	16	0%	0	8	0%	0	12	0%	N/A	N/A	0%
RT-ES/ELT																					
TOTAL ES	179	224	80%	97	149	65%	33	97	34%	45	111	41%	4	45	9%	37	90	41%	\$10.77	26.86	47%
168A952H11	24	27	89%	12	21	57%	4	10	40%	5	16	31%	0	2	0%	1	13	8%	\$12.78	34.00	46%
JVS-VT/CAD																					
168A952H12	27	30	90%	15	24	63%	11	18	61%	11	18	61%	1	9	11%	4	15	27%	\$10.42	30.00	52%
JVS-VT/OTC																					
TOTAL VT	51	57	89%	27	45	60%	15	28	54%	16	34	47%	1	11	9%	5	28	18%	\$11.47	31.78	49%
ES/VT																					
TOTAL	230	281	82%	124	194	64%	48	125	38%	61	145	42%	5	56	9%	42	118	36%	\$10.92	27.93	48%
ES/VT																					
Employment Entry Full Time:	68																				
Part Time:	56																				

\*number of unduplicated refugees obtaining employment vs. number of enrollees.

\*\* 12 Month Plan



PRIVATE INDUSTRY COUNCIL OF SAN FRANCISCO, INC.

TITLE: 951 RESS 2000

SUBCONTRACTOR PERFORMANCE SUMMARY - ACTUAL VS PLANNED

PERIOD: 10/01/2000 TO 09/30/2001

COMP ACRONYM	TOTAL SERVED		EMPLOYMENT		ENTRY		EMP. ENTRY WITH		90 DAY EMP		CASH		CASH		HOURLY WAGE	HOURS P/WEK	EMPLOYMENT RATE*				
	ACT	PLAN	%	ACT	PLAN	%	HEALTH BENEFIT	%	RETENTION	%	REDUCTION	%	TERMINATION	%							
147A951G1/J1	25	25	100%	4	20	20%	0	14	0%	0	16	0%	1	6	17%	1	10	10%	\$12.36	25.75	16%
REAP-IR/OJT																					
TOTAL	25	25	100%	4	20	20%	0	14	0%	0	16	0%	1	6	17%	1	10	10%	\$12.36	25.75	16%
IR/OJT																					
245A951S1	194	187	104%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
IISF-A/SAS																					
263A951S1	30	74	41%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
RT-A/SAS																					
TOTAL	224	261	86%	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	N/A	N/A	0%
A/SAS																					
TOTAL	249	286	87%	4	20	20%	0	14	0%	0	16	0%	1	6	17%	1	10	10%	\$12.36	25.75	2%
IR/OJT&A/SAS																					
Employment Entry Full Time: 2      Part Time: 2																					

\*number of unduplicated refugees obtaining employment vs. number of enrollees.

\*\* 12 Month Plan



COMP ACRONYM	TOTAL SERVED		EMPLOYMENT		EMP. ENTRY WITH		90 DAY EMP		CASH		CASH		CASH		HOURS WEEK	EMPLOYMENT RATE*
	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN	%	ACT	PLAN		
ES	179	224	80%	97	149	65%	33	97	34%	45	111	41%	4	45	9%	47%
TA													37	90	41%	
IR/OJT	25	25	100%	4	20	20%	0	14	0%	0	16	0%	1	6	17%	16%
RESS													1	10	10%	
TOTAL	25	25	100%	4	20	20%	0	14	0%	0	16	0%	1	6	17%	16%
IR/OJT																
VT	51	57	89%	27	45	60%	15	28	54%	16	34	47%	1	11	9%	49%
TA																
TOTAL	51	57	89%	27	45	60%	15	28	54%	16	34	47%	1	11	9%	49%
TA																
GRANT TOTAL	255	306	83%	128	214	60%	48	139	35%	61	161	38%	6	62	10%	45%
ES, IR, OJT, VT																
Employment Entry Full Time: 70 Part Time: 58																

\*number of unduplicated refugees obtaining employment vs. number of enrollees.

\*\* 12 Month Plan



Proponent	Activity	Current Funding	Additional Funds Recomm	Additional TA	Additional RESS	Revised Recomm	Rev Recom		Place. Rate
							Svc.	Plc.	
International Rescue Committee	CIP	\$85,862	\$6,560	\$4,510	\$2,050	\$92,422	NA	NA	NA
Catholic Charities/REAP	ES	\$92,500	\$14,800		\$14,800	\$107,300	58	38	66%
Jewish Vocational Service	ES	\$197,440				\$197,440	80	52	65%
African Imm. & Refugee Res. Center	ES	\$27,500				\$27,500	11	7	64%
Catholic Charities/REAP	Broker	\$18,670				\$18,670	10	8	80%
Jewish Vocational Service	Broker	\$18,990				\$18,990	10	8	80%
Jewish Vocational Service	VT-IT	\$62,552	\$44,680	\$44,680		\$107,232	24	19	79%
Jewish Vocational Service	VT-OTC	\$66,120	\$52,896	\$52,896		\$119,016	27	22	81%
International Institute of San Francisco	A/SAS	\$35,000				\$35,000			
Jewish Family & Children's Services	A/SAS	\$15,885				\$15,885			
Subtotal		\$620,519	\$118,936	\$102,086	\$16,850	\$739,455	220	154	70%
IR/OJT Set Aside		\$75,000				\$75,000			
Transportation/Childcare		\$20,000	\$1,050	\$781	\$269	\$21,050			
Total		\$715,519	\$119,986	\$102,867	\$17,119	\$835,505			
PIC Administration		\$126,267	\$423	(\$4)	\$427	\$126,690			
Grand Total		\$841,786	\$120,409	\$102,863	\$17,546	\$962,195			

CIP Central Intake Point  
 ES Employment Services  
 VT/IT Vocational Training/Information Technology  
 VT/OTC Vocational Training/Office Technology & Communication  
 A/SAS Acculturation/Social Adjustment Services



	May	July	August	September	October	November	December
Resource Allocation	Refugee RFP design & selection criteria.		HEC subcontract rec's	WIA Adult subcontract rec's	Meeting Canceled	WIA 15% Governor's Discretionary Grant Proposals	Refugee Subcontractor performance review & carry forward funding recs
	Adult WIA funds, evaluation criteria		Refugee subcontract Rec's	HEC unobligated funds recs			
Policies/Plans		WTW Wage Subsidy guidelines Name change to PRC	WIA Rescissions	Refugee Plan		WIA Adult low income priority	TANF Re-authorization
		WIA Rescissions		Strategic 5 Year Work-force Plan		WIA Adult individual referral pool	
System Development	Committee Role and Responsibility	Brainstorming on PRC work plan				Joint Meeting w/ Evaluation Committee: Resource Map & Outcomes	Two sectoral training strategies: Caregivers Training Initiative and IT



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**Workforce Investment San Francisco  
Program Resources Committee  
2002 Meeting Dates**

**Tuesday, February 5, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, April 2, 2002**

10:00 a.m. – 12:00 noon



**NEW! Tuesday, April 30, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, May 7, 2002 (cancelled)**

10:00 a.m. – 12:00 noon



**Tuesday, June 4, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, August 6, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, October 1, 2002 (cancelled)**

10:00 a.m. – 12:00 noon



**NEW! Tuesday, November 6, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, December 3, 2002 (cancelled)**

10:00 a.m. – 12:00 noon

**Meetings will be held at  
Community College District Office  
33 Gough Street  
Auditorium**

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM RESOURCES COMMITTEE (PRC)

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**Date:** Tuesday, February 5, 2002  
**Time:** 10:00 a.m. – Noon  
**Location:** SF Community College District Office  
Auditorium  
33 Gough Street  
San Francisco CA 94103

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PROPOSED AGENDA APPEARS ON THE REVERSE SIDE

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at [www.ci.sf.ca.us/infoctr/sunshine/index.htm](http://www.ci.sf.ca.us/infoctr/sunshine/index.htm)

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

Issued: Tuesday, January 29, 2002

## PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of Minutes for December 5, 2001 Meeting (*Action Item*)\*
3. Update on Resource Mapping Project (Information Item)\*
4. Update on Income Eligibility for WIA Adult Services/Individual Referral Task Force (Information Item)\*
5. PY'2002 Planning Considerations for Workforce Investment Act (WIA) Adult Programs (*Action Item*)\*
6. Staff Recommendations for WIA Adult Credentials (Action Item)\*
7. PRC Future Meeting Schedule and Agenda Items (Discussion Item)\*
8. Orientation to Information Technology Consortium (Information Item)
9. Orientation to the PIC/SF Redevelopment Agency Consortium Program and the CB – 1 Jobs Program (Information Item)\*
10. Orientation to the PIC/First Source Hiring Mission Bay Construction Jobs Program (Information Item)\*
11. Public Testimony on Non-Agenda Items (Discussion Item)
12. Future Agenda Items (Discussion Item)
13. Adjournment (*Action Item*)

\* Information enclosed

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE  
RESEARCH AND EVALUATION COMMITTEE  
THROUGH PAMELA S. CALLOWAY

DATE: January 25, 2002

FR: AMANDA FEINSTEIN, STAFF

*KEA for AF*

RE: UPDATE ON "RESOURCE MAP" OF ADULT TRAINING SERVICES (Agenda Item #3)

At their joint meeting on November 8, 2001, the Program Resources Committee and the Research and Evaluation Committee of the WIB, along with the Committee of Community Agencies initiated a project to develop a "Resource Map" of training services in San Francisco.

The objective of this mapping exercise is to centrally collect and clearly present a comprehensive picture of where workforce development resources are invested, and what vocational training services are currently available in San Francisco. The Map will also include an analysis of current training capacity compared to projected labor force needs across various employment sectors.

The enclosed survey was sent to approximately 100 community based organizations that receive public funding and private post secondary schools from the PIC's Eligible Training Providers List. A summary of the project and a matrix of "Major Issues" are also enclosed.

Staff seek input from the committees and the community in refining the focus of the analysis as outlined in the "Major Issues" matrix.

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**WORKFORCE INVESTMENT BOARD  
EMPLOYMENT TRAINING SERVICES SURVEY**

**PART I: AGENCY OVERVIEW**

Agency Name: \_\_\_\_\_

1) Please indicate the employment **INDUSTRIES** and **OCCUPATIONS** for which your organization provides employment training in San Francisco:

**a) HEALTH CARE**

- |  |  |
|--|--|
| <input type="checkbox"/> Certified Nursing Assistant     | <input type="checkbox"/> VESL for health                             |
| <input type="checkbox"/> Home Health Aid                 | <input type="checkbox"/> Basic remedial education for health careers |
| <input type="checkbox"/> In-Home Support Services worker | <input type="checkbox"/> Other _____                                 |

**b) INFORMATION TECHNOLOGY**

- |   |  |
|---|--|
| <input type="checkbox"/> A+                     | <input type="checkbox"/> JAVA                            |
| <input type="checkbox"/> Network Administration | <input type="checkbox"/> Microsoft Office                |
| <input type="checkbox"/> CISCO                  | <input type="checkbox"/> VESL for IT                     |
| <input type="checkbox"/> UNIX                   | <input type="checkbox"/> Basic remedial education for IT |
| <input type="checkbox"/> HTML / Web design      | <input type="checkbox"/> Other _____                     |

**c) BUSINESS SERVICE / ADMINISTRATIVE**

- |   |  |
|---|--|
| <input type="checkbox"/> Word processing  | <input type="checkbox"/> Reception                                     |
| <input type="checkbox"/> General clerical | <input type="checkbox"/> VESL for business support                     |
| <input type="checkbox"/> 10-key           | <input type="checkbox"/> Basic remedial education for business support |
| <input type="checkbox"/> Accounting       | <input type="checkbox"/> Customer service                              |
| <input type="checkbox"/> Bookkeeping      | <input type="checkbox"/> Other _____                                   |

**d) BIOTECHNOLOGY**

- |                                  |                                      |
|----------------------------------|--------------------------------------|
| <input type="checkbox"/> Lab aid | <input type="checkbox"/> Other _____ |
|----------------------------------|--------------------------------------|

**e) SERVICE / HOSPITALITY**

- |   |   |
|---|---|
| <input type="checkbox"/> Custodial          | <input type="checkbox"/> Food preparation |
| <input type="checkbox"/> Hotel housekeeping | <input type="checkbox"/> Other _____      |
| <input type="checkbox"/> Hotel other _____  |   |

**f) RETAIL**

- |   |  |
|---|--|
| <input type="checkbox"/> Sales                          | <input type="checkbox"/> VESL for retail / sales                     |
| <input type="checkbox"/> Customer service               | <input type="checkbox"/> Basic remedial education for retail / sales |
| <input type="checkbox"/> Cashier                        | <input type="checkbox"/> Other _____                                 |
| <input type="checkbox"/> Merchandise sorting / stocking |  |

**g) CONSTRUCTION / MAINTENANCE**

- |  |  |
|--|--|
| <input type="checkbox"/> Building trades pre-apprenticeship<br>(specify) _____ | <input type="checkbox"/> Landscaping                           |
| <input type="checkbox"/> Construction administrative support                   | <input type="checkbox"/> Outdoor maintenance / street cleaning |
| <input type="checkbox"/> Hazardous materials remediation                       | <input type="checkbox"/> Truck driving                         |
|  | <input type="checkbox"/> Other _____                           |

**h) ARTS / ENTERTAINMENT**

Specify: \_\_\_\_\_

**i) OTHER INDUSTRY (please indicate) \_\_\_\_\_**

Please list occupation(s): \_\_\_\_\_

2) Do you have any stand-alone employment training programs that ARE NOT LINKED TO A SPECIFIC INDUSTRY OR OCCUPATION? If so, please indicate if they are:

- |  |  |
|--|--|
| <input type="checkbox"/> Job readiness | <input type="checkbox"/> Life skills     |
| <input type="checkbox"/> Placement     | <input type="checkbox"/> Self employment |
| <input type="checkbox"/> Job Search    | <input type="checkbox"/> Other _____     |

3) Employment and Training Budget

Please fill in budget amounts for the following categories for FY 01-02:

*This section relates only to your agency's budget for employment and training (and directly related) services. The amounts listed here will be less than your total agency budget if your agency offers services other than employment and training (e.g. housing, substance abuse treatment, etc.)*

a) Agency employment and training budget \$ \_\_\_\_\_

b) Sources of funds:

\$ _____	Welfare to Work
\$ _____	Homeless Employment Collaborative/McKinney
\$ _____	Refugee
\$ _____	Workforce Investment Act
\$ _____	Community Development Block Grant
\$ _____	SF Redevelopment Agency
\$ _____	First Source Hiring Administration
\$ _____	Federal
\$ _____	State
\$ _____	Donated
\$ _____	Corporate Foundation
\$ _____	Private Foundation
\$ _____	Individual Donations
\$ _____	Fee for Service
\$ _____	Other
= _____ Total Employment and Training Budget (same as 2a above)	

4) How many staff do you employ to implement and support the agency's employment and training programs? \_\_\_\_\_

PLEASE IDENTIFY A CONTACT PERSON FOR FOLLOW-UP IN REGARDS TO THIS SURVEY:

NAME: \_\_\_\_\_

PHONE: \_\_\_\_\_

EMAIL: \_\_\_\_\_

**WORKFORCE INVESTMENT BOARD  
EMPLOYMENT TRAINING SERVICES SURVEY**

**PART II: PROGRAM-SPECIFIC INFORMATION**

Agency Name: \_\_\_\_\_

For EACH distinct training program identified in Part I, please provide the following:

- 1) Contact person for this program \_\_\_\_\_
- 2) Phone number \_\_\_\_\_
- 3) Address of training site \_\_\_\_\_
- 4) Industry \_\_\_\_\_ (from Part I)
- 5) Occupation(s) \_\_\_\_\_ (from Part I)
- 6) Hours of operation (days/hours) \_\_\_\_\_
- 7) Briefly describe the training content: \_\_\_\_\_  
\_\_\_\_\_

8) What certifications does this program offer?

☐ Industry Standard

(specify) \_\_\_\_\_

☐ Agency's own certification

(specify) \_\_\_\_\_

☐ Standardized Test

(specify) \_\_\_\_\_

☐ Other \_\_\_\_\_

☐ None

9) What soft skills / life skills services does this program offer?

☐ Formal classes

☐ Informal, one-on-one

☐ None

Describe: \_\_\_\_\_

10) What job placement services does this program offer?

☐ Structured

☐ Unstructured, self-directed by trainee

☐ None

Describe: \_\_\_\_\_

11) What job retention services does this program offer?

☐ Structured activities

☐ Unstructured, self-directed by trainee

☐ None

Describe: \_\_\_\_\_

12) What case management services does this program offer?

☐ Limited

☐ Intensive

☐ None

Describe: \_\_\_\_\_

13) What is this program's current capacity?

☐ Empty seats (why?) \_\_\_\_\_

☐ Full (why?) \_\_\_\_\_

☐ Waiting list (why?) \_\_\_\_\_

14) Target populations for program

a) Languages of clients (check all that apply)

☐ English

☐ Mandarin

☐ Vietnamese

☐ Spanish

☐ Tagalog

☐ Farsi

☐ Cantonese

☐ Russian

☐ Other \_\_\_\_\_

OVER, PLEASE

**b) Neighborhood focus (check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> City-wide, no neighborhood focus | <input type="checkbox"/> Sunset           |
| <input type="checkbox"/> Mission                          | <input type="checkbox"/> Haight           |
| <input type="checkbox"/> South of Market                  | <input type="checkbox"/> Western Addition |
| <input type="checkbox"/> Bayview / Hunter's Point         | <input type="checkbox"/> Chinatown        |
| <input type="checkbox"/> Visitation Valley                | <input type="checkbox"/> Tenderloin       |
| <input type="checkbox"/> Potrero Hill                     | <input type="checkbox"/> North Beach      |
| <input type="checkbox"/> Oceanview, Merced, Ingleside     | <input type="checkbox"/> Other _____      |
| <input type="checkbox"/> Richmond                         |   |

**c) Other special characteristics of clients (check all that apply)**

- |   |                                      |
|---|--------------------------------------|
| <input type="checkbox"/> Disability               | <input type="checkbox"/> Ex-offender |
| <input type="checkbox"/> Homelessness             | <input type="checkbox"/> Veterans    |
| <input type="checkbox"/> Refugee                  | <input type="checkbox"/> Employed    |
| <input type="checkbox"/> HIV/AIDS                 | <input type="checkbox"/> Unemployed  |
| <input type="checkbox"/> Limited English speakers | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Dislocated workers       |                                      |

**15) Current funding for this specific training program**

*(This will not be the entire Employment and Training budget from Part I, unless only one training program is offered.)*

**a) Program budget (FY 01-02) \_\_\_\_\_**

**b) Major funding sources (FY01-02): (List each source and amount, use budget from Part I)**

Source of Funds	Amount	Funding Ends (date)	Eligible Participants

**16) Number of funded training slots in this specific training program in FY 01-02: \_\_\_\_\_**

**17) Who are your partners in this specific training program?**

**a) Primary business partner(s) (list) \_\_\_\_\_**

*What are their roles? (check all that apply)*

- |  |  |
|--|--|
| <input type="checkbox"/> On-the-Job training         | <input type="checkbox"/> Financial support   |
| <input type="checkbox"/> Internships                 | <input type="checkbox"/> Hiring relationship   |
| <input type="checkbox"/> Unsubsidized                | <input type="checkbox"/> Training customized for specific employers or employer associations |
| <input type="checkbox"/> All or partially subsidized | <input type="checkbox"/> Other _____   |
| <input type="checkbox"/> Advisory                    |  |

**b) Community College (specify department) \_\_\_\_\_**

- |  |                                      |
|--|--------------------------------------|
| <input type="checkbox"/> Teach training course(s)<br>(specify) _____ | <input type="checkbox"/> Work study  |
| <input type="checkbox"/> At CBO site                                 | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> At CCSF campus                              |                                      |

**c) CBO partner(s) (list) \_\_\_\_\_**

- |   |  |
|---|--|
| <input type="checkbox"/> Cross referral         | <input type="checkbox"/> Co-enrollment of participants |
| <input type="checkbox"/> Joint venture          | <input type="checkbox"/> Other _____                   |
| <input type="checkbox"/> Collaborative planning |  |

**d) Other partner (specify) \_\_\_\_\_**

Role (specify) \_\_\_\_\_

**18)**

**WORKFORCE INVESTMENT BOARD  
EMPLOYMENT TRAINING SERVICES SURVEY**

**PART III: COMMITTEE OF COMMUNITY AGENCIES QUESTIONNAIRE**

*The following are questions from the Committee of Community Agencies (CCA). This questionnaire will be forwarded to the CCA to be compiled and analyzed.*

- 1) Over the past two years, has the number of people served by your agency (check one):  
☐ Declined  
☐ Stayed the same  
☐ Increased
- 2) To what would you attribute the change? (check all that apply)  
☐ Change in government funding  
☐ Increase  
☐ Decline  
☐ Change in private/corporate funding  
☐ Increase  
☐ Decline  
☐ Change in demand for agency services  
☐ Increase  
☐ Decline  
☐ Shift in agency mission  
☐ Staffing issues (explain)  
☐ Other \_\_\_\_\_
- 3) Are you familiar with the Committee of Community Agencies (CCA)?  
☐ Yes – If so, what do you see as the role of the CCA? \_\_\_\_\_  
\_\_\_\_\_  
☐ No
- 4) How does your organization participate in the local One Stop system? \_\_\_\_\_  
\_\_\_\_\_
- 5) What would you identify as the top three challenges your organization faces in its efforts to provide employment and training services in the City and County of San Francisco?  
1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_
- 6) What are your plans for future growth? \_\_\_\_\_  
\_\_\_\_\_
- 7) What capacity do you have and need to achieve this growth? \_\_\_\_\_  
\_\_\_\_\_
- 8) What technical assistance would you find helpful? \_\_\_\_\_  
\_\_\_\_\_
- 9) Do you have any other comments or ideas that you would like to share with us?  
\_\_\_\_\_  
\_\_\_\_\_



# Resource Mapping of Adult Employment Training Services in San Francisco

WISF Program Resources Committee

February 5, 2002





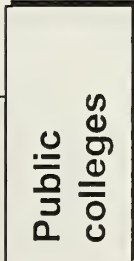
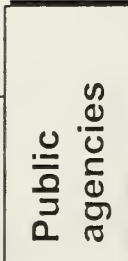
# PROJECT OVERVIEW

Goals	Key Questions	Deliverables
<ul style="list-style-type: none"><li>• Orient WISF and community on adult employment training services landscape</li><li>• Identify gaps and redundancies of services</li><li>• Plan for future allocation of WISF resources</li></ul>	<ul style="list-style-type: none"><li>• What training services are being provided?</li><li>• How are these services funded?</li><li>• Who is being served?</li><li>• What partnerships support these services?</li><li>• Are training services aligned with employer needs?</li></ul>	<ul style="list-style-type: none"><li>• Extensive mapping of training landscape to support WISF orientation and decision-making</li><li>• 1 page guides to CBOs and sectors</li><li>• Active database of CBOs providing training for future reference and analysis (collaborate with One-Stop committee)</li></ul>



THREE CATEGORIES OF PROVIDERS

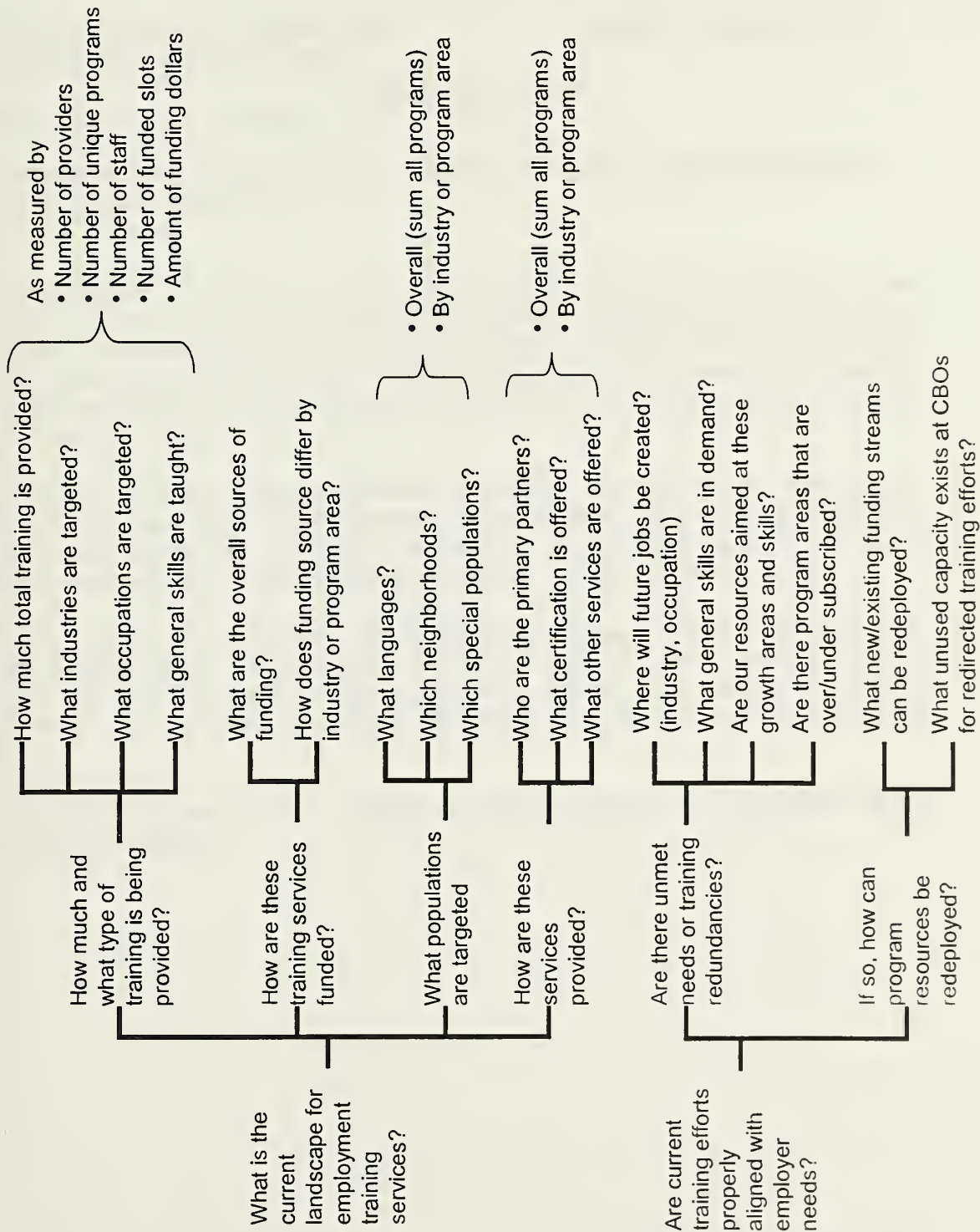
 Surveys have been sent

Number of surveyed providers		Surveyed providers	Typical services offered	Scope of DHS responsibility
 Community-based organizations	100	<ul style="list-style-type: none"><li>Publicly-funded CBOs</li><li>Eligible training providers</li></ul>	<ul style="list-style-type: none"><li>General and specific training</li><li>Case management</li><li>Job placement</li></ul>	<ul style="list-style-type: none"><li>Entirety</li></ul>
	5-10	 Public colleges	<ul style="list-style-type: none"><li>Specific training</li><li>Sometimes in conjunction with CBOs</li></ul>	<ul style="list-style-type: none"><li>Frame questions/approach</li><li>Solicit college point-person to lead analysis</li></ul>
 Public agencies	< 5	<ul style="list-style-type: none"><li>3 One stops</li><li>DHS</li><li>Dept of Rehab</li><li>VA Office</li><li>Housing Authority</li><li>SFUSD (ROP)</li></ul>	<ul style="list-style-type: none"><li>Case management</li><li>General skills training</li><li>Job placement</li></ul>	<ul style="list-style-type: none"><li>Frame questions/approach</li><li>Solicit agency point-person to lead analysis</li></ul>



# MAJOR ISSUES ADDRESSED

## High level issue      Sub issue



### Key questions for PRC

- Are these the correct issues to focus on?
- Have we omitted any important issues?



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE  
THROUGH PAMELA S. CALLOWAY

DATE: January 25, 2002

FR: AMANDA FEINSTEIN, WIB STAFF

*KSA for AF*

RE: REPORT FROM PRC WORKGROUP ON INCOME ELIGIBILITY AND THE USE OF  
ITA'S/IR'S (Agenda Item #4)

At its meeting of October 10, 2001, the Executive Committee of Workforce Investment San Francisco voted to extend all PY01-02 WIA Adult training subcontracts through the end of the current fiscal year. The Executive Committee rejected another possible scenario presented by staff that would have extended only certain of those subcontracts and placed the remaining funds in an "Individual Referral" (IR) pool through which training could be purchased for eligible individuals on a per person basis.

In taking this action, the Executive Committee requested that the Program Resources Committee (PRC) spearhead the process of thoroughly investigating the possible implications – both opportunities and challenges – of shifting any amount of WIA Adult training funds out of traditional subcontracts with community agencies and into an "Individual Referral" pool.

At the November 8, 2001 joint meeting of the Program Resources Committee and Research and Evaluation Committee two policy memos on the subjects of income eligibility for WIA services and the use of IR's as a method of payment were discussed. A workgroup facilitated by PRC Staff person, Amanda Feinstein, met in December 2001 and January 2002 to explore these issues.

Minutes of those meetings are attached. Highlights of the discussions will be presented at the February 5, 2002 PRC meeting.



## Meeting Summary: WIB Program Resources Committee Workgroup on Income Eligibility, ITA's and Customized Training, 12/14/01

Revised 1/22/02

### In attendance:

Gerry Souzis (CC), Donna Feingold (TW), Craig King (SFVS, WIB member), Sara Bauermeister (WICS), Scott Hauge (Business owner/WIB member), Abby Snay (JVS, WIB member), Elizabeth Touns (JVS). **WIB Staff:** Pamela Calloway, Bob Schwab, Amanda Feinstein

Amanda presented the purpose of Workgroup as development of policy recommendations for consideration by the PRC related to:

- ✓ To what extent providing training to working poor residents of San Francisco should be a goal of San Francisco's One Stop System;
- ✓ If any WIA adult training dollars should be used for this purpose;
- ✓ If yes, creative ideas for how to invest WIA training funds to upgrade skills for the working poor (ex: IR, customized training, OJT); and
- ✓ Present advantages and disadvantages of recommendations.

Pamela framed the opportunity and challenge for the workgroup to think about the workforce development system in SF *should* be, not feel limited by current ways of working/organization. She spoke to the mandate under WIA to have a universal system of services and to serve the needs of two customers – business and workers. She encouraged the group to think about the workforce development system in SF as a whole, and not exclusively WIA funds. The recommendations of the work group, if adopted by the PRC and WIB will be integrated into the WIA Five Year Plan. Data on current target populations for training funds of the One Stop partners is being collected and will be shared with the workgroup.

A far ranging discussion followed. Below are some of the issues and concerns raised:

### Target group issues:

- ✓ Employers are key customers in the One Stop system. The issue of income thresholds for trainees, IRs and customized training need to be looked at from that perspective as well.
- ✓ Concern that the low-income threshold for contracted WIA services is so low that working poor people in SF who need training can't get services.
- ✓ Concerns that shifting any funds away from poorest trainees may leave those groups without services, should other funding streams (ex HEC, WTW) also be reduced/cut.
- ✓ Currently, some WIA programs are under enrolled. Others are co-enrolling the same participants in WTW and WIA funded programs – WIA \$\$ is competing with WTW \$\$ for the same target population.
- ✓ Other programs (SFVS example) are fully enrolled w/ WIA eligible participants and have few applicants who would meet WTW eligibility.

#### Training strategy issues:

- ✓ To what extent do employers see skills upgrade training as a “plus?” Feedback from Scott – as an employer he is very invested in skills upgrade and advancement from within the company. Smaller businesses will particularly want support in skills upgrade.
- ✓ “Customized training” requires employer to put in 50% of the cost of the training program. This approach leverages the value of each public training dollar, and ensures a true partnership with an employer.
- ✓ There is a disconnect between the type of training many agencies are trying to develop in response to businesses’ needs and self-sufficiency objectives – specifically training to advance students along a career ladder – and who can be enrolled in training under the low-income/special needs limitations.
- ✓ Job placement throughout the system should prioritize jobs that provide a career ladder, opportunities for advancement.
- ✓ Some CBO’s see a real need to upgrade the skills of their working clients (ex. Catholic Charities LEP clients)

#### Concerns about IRs

- ✓ CBOs need a stable financial base to do business, IR funds and payments are uncertain.
- ✓ Problems with how IRs are administered in the WTW program:
  - ✓ Takes a long time to get paid; cash flow problems at the CBO, even when do get enrollments.
  - ✓ Process of cost negotiation and writing contracts is slow.
  - ✓ Referrals to programs are slow to come and uncertain.
  - ✓ Competing with private for-profit schools that offer lower cost, but don’t do the full wrap around supports or placement and retention. Payment and expectations are not equitable between CBOs and private schools. CBOs have performance payments, Privates have “published price.”
  - ✓ Necessary to have multiple sources of funding to support the IR funded program.
- ✓ Should there be a fixed price for the IR payment? In San Mateo they limited it to \$3,500 per person.
- ✓ Need to leverage pell grants into the payment structure to our training programs. Get Information for the group on what this entails

## **Meeting Summary: WIB Program Resources Committee Workgroup on Income Eligibility, ITAs and Customized Training, 1/22/02**

### **In attendance:**

Graig King (SFVS), Donna Feingold (TW), Elizabeth Toups (JVS), Scott Hauge (Business owner/WIB member). **WIB Staff:** Amanda Feinstein (facilitator), Bob Schwab, Karen Hart, Ray Holland, Cathy de Cristofaro.

The goal of the meeting was to explore the possible opportunities and challenges associated with utilizing “customized training” and “Individual Development Accounts (ITAs) / Individual Referrals (IRs) as a method for delivering training services. The content of the discussion is summarized below.

### **Customized Training (CT)**

WIA describes CT as “customized training conducted with a commitment by an employer or group of employers to employ an individual upon completion of the training.” (WIA section:134(d)(4)(D)(ix)). Customized training requires 50% match from employers to the WIA investment in the training.

### **Opportunities**

- ◆ Can develop specialized training to meet specific employer needs, and to train employees with a variety of skill levels.
- ◆ Facilitates training along a career ladder – design training to advance workers currently at the lowest entry levels.
- ◆ Employers need workers with intermediate and advanced skills. Currently most training is focused on entry level.
- ◆ Advancement of entry level workers opens up opportunities for new workers to gain employment at the entry level.
- ◆ Required 50% employer match to WIA training dollars invested, leverages the value of the WIA investment.
- ◆ Greater employer buy-in than traditional training models.
- ◆ The PIC is submitting a grant to Mayor’s Office of Community Development for funding to pilot a customized training model with small businesses. If funded, this grant would provide some of the administrative infrastructure at PIC to support customized training. The funds would be more flexible than WIA, not mandating the 50% employer match. (Though a match may still be desirable.) Funds would be used for training costs and wage subsidies as well.
- ◆ Possible to use “Employment Training Panel” (ETP) funding in a similar way. There is lots of ETP funding available at the state, but using the funds is very difficult and risky. If we figure out how to partner with business using easier funds, may be ready to apply for ETP.
- ◆ CCSF contract education could provide some of the training

### **Challenges**

- ◆ Concerns that if we focus resources on skills upgrade for entry-level workers, folks with the most employment barriers may be left behind, not served.

- ◆ Would there be a “cap” on the high end of training? Perhaps there should be. For example invest in training for individuals who have income or education up to a certain level.
- ◆ What services should be included in the training package? Stand alone training vs. training with support services, placement and retention. The training + services approach is more expensive, but necessary for some people.
  - ◆ One Stops might provide general support (“intensive services” in WIA lingo) with training for those people who require very little support.
  - ◆ CBOs are better positioned to provide more comprehensive support (“intensive services”) for people who need them. Various CBO’s have relationships with some potential trainees and some potential employers that could be leveraged.
- ◆ PIC has limited experience setting up and administering programs in the “customized training” model (except writing OJTs). Lots of logistics in initiating and delivering this type of training: training schedules, sites, new content development, accommodating business hours, coordination among multiple employers for economies of scale.

### **Individual Referral (IR) / Individual Training Accounts (ITAs)**

IRs / ITAs are a method for procuring and paying for training services on a per person basis. The contrasting approach is securing cost-reimbursement contracts for a group of participants. WIA Section 134(d)(4)(G)(I) states: “In general, except as provided in clause (ii), training services provided under this subparagraph shall be provided through the use of individual training accounts in accordance with this paragraph, and shall be provided to eligible individuals through the One Stop delivery system.”

### **Opportunities**

- ◆ Allow for maximum customer choice. Range of training opportunities a person may choose from is not limited to a small number of cost reimbursement contracts, rather any certified training program on the “Eligible Training Provider List” (ETPL).
- ◆ Resources flow to the training programs for which there is demand. Demand for a certain training is demonstrated by its selection by trainees. No under-enrollment of cost reimbursement subcontracts.
- ◆ Can leverage other funds to help pay for training. For example, Pell grants, other grants that cover part of an individual’s tuition or grants that cover some fixed costs of operation.
- ◆ Can train persons with incomes above the “low-income” threshold required by WIA for subcontracts to service special populations. (Various legal and policy clarifications needed.)
- ◆ Can structure payment for training to include a participant share of cost based on their income.
- ◆ Have the Dislocated Worker program operating at PIC as a model for how to run such a program. Have experienced, skilled staff at PIC. Have experience of DHS and PIC with the welfare to work IR program.
- ◆ Opportunity to establish procurement standards in terms of cost, quality and content.

- ◆ Possibly set up two tiers or types of ITAs/IRs. One would be training only, and cost would be less, the other would be training plus intensive services (case management, job search, placement, and retention), and this would legitimately cost more.
- ◆ Billing *can* be easier than with cost reimbursement contracts (look to Department of rehabilitation model of billing/payment). Prefer IRs that are “fixed unit price” over “cost-reimbursement.”

### Challenges

- ◆ Cash flow problem for CBO's that give up a cost-reimbursement contract for an IR/ITA payment. Not certain the number of students that will enroll. If payments come at outcome benchmarks, not certain how many trainees will reach those benchmarks. Experience with WTW IRs is that payment doesn't arrive promptly.
- ◆ Losing a WIA cost reimbursement contract poses a big financial challenge to CBO's that rely in these dollars for core funding.
- ◆ Managing access to the IR/ITA funds: How to ensure people with the greatest need are prioritized; ensure funds are available throughout the year.
- ◆ ITAs/IRs cannot be counted on to support core funding for training programs. Therefore other sources of funds (wherever that core funding comes from) will guide what training is offered by CBO's.
- ◆ The Eligible Training Provider List (ETPL) is not working as it should be. Planned mechanisms for quality control are not in place. Various funding streams (WTW and WIA Youth and YOG) are certifying their own “vendor” lists.
- ◆ The capacity of One Stop staff to fully inform possible trainees of ALL of their training options and give good advice must but strong at the One Stops and Access Points. It is not sufficiently strong right now.
- ◆ Reasonable costs of training vary among programs and across agencies. Yet there is a trade off between training fewer people at a higher costs vs. more people at lower cost. How to prevent cost gauging? Should there be price caps? Should there be a price range? What guidelines related to cost will be given to IR counselors?
- ◆ The unit cost of IR/ITA training is higher than with cost reimbursement contracts because there are “fixed” training costs that must be paid, but IR payment has many variables of uncertainty. (Will enrollments be forthcoming? Will trainees all complete and be placed?). These must be factored into the IR price to cover costs. The unit cost of cost-reimbursement contracts is *not* lower, however, when enrollment goals are not met because agencies are paid the same amount regardless of how many people they serve.

### Other ideas/questions raised

- ◆ Can the WIB decide to raise the income threshold for cost reimbursement contract for customized training?
- ◆ Look out for private funding to support sector based, career ladder training. (Ex: Packard RFP)
- ◆ We should have a presentation by PIC staff on the Dislocated Worker program. Topics to include: types of training, cost per person, outcomes, inclusion of case management/ placement services, population characteristics.





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**MEMORANDUM**

**TO:** PROGRAM RESOURCES COMMITTEE

**DATE:** JAN. 29, 2002

**FROM:** PAMELA S. CALLOWAY

**SUBJECT:** PY'2002 PLANNING CONSIDERATIONS, WORKFORCE INVESTMENT ACT,  
ADULT PROGRAMS (AGENDA ITEM #5)

The Program Resources Committee is asked to approve a development plan for Workforce Investment Act (WIA) Adult formula funds for the Program Year beginning July 1, 2002 (PY'02).

**BACKGROUND**

Last year, local allocation amounts for WIA formula grants – Adult, Youth, and Dislocated Worker – were not announced by the State until May 17, just six weeks before the beginning of the program year. The resulting rush of decision-making by the One Stop Committee, Program Resources Committee, and Executive Committee was extraordinarily hectic. Many questions that should have been addressed were not.

In order to have a more rational transition this year, staff recommends making early agreements about the process and making as many early decisions as possible without knowing grant allocation figures.

**PLANNING OPTIONS**

There are a range of options that are possible for PY'02, including –

1. Continue using only existing WIA service delivery contractors. Current WIA Adult contractors were solicited for up to three consecutive years beginning July 2000. All were evaluated for their first year's performance, and are currently in the middle of their second year. Those performing acceptably in the current year could be extended for a third year, through June 30, 2003. If any current programs are not continued, those dollars could be applied to enhancing acceptably performing contracts or to new programs selected from among the proposals submitted in the original solicitation.

- Pro: Extending contractors for a third year takes advantage of their extensive WIA program expertise and experience in working with WIA and PIC requirements.
- Con: Given the recent downturn in the economy and the relatively few training choices represented by these contracts, the needs of area employers and people with barriers to employment may not be as well addressed as possible with the current configuration of contracts.

2. Issue a new solicitation. The opposite approach is to go back to the drawing board with a new Request For Proposals (RFP) or Request For Qualifications (RFQ).

- Pro: The economy has changed, and new labor market data are available.
- Con: Solicitations are very time consuming for all concerned. Community based organizations already face multiple RFP releases, and if current contractors compete successfully they've simply jumped through another hoop.

3. Continue the most effective contractors and create a fund for new initiatives. This middle choice offers some benefits of each of the earlier options. A new fund could be used, for example, as a One Stop "IR Pool" for individual referrals to the Eligible Training Providers List, or to develop customized training.

- Pro: It retains contractors who are performing, yet allows for trying something new.
- Con: It reduces funds in direct support of community based agencies.

Staff recommends the third option, the creation of a pool for new initiatives along with a third year extension for the most effective contracts. An entirely new solicitation for the final two years of WIA is required one year from now, but until then there can be experiments in new ways to deliver services.

## EVALUATING CONTRACTORS

Staff recommends that 21 months of WIA performance data be used in developing contractor recommendations, and that contractors be notified that March 30, 2002 will be the cutoff date for performance data review.

## COMMITTEE ROLES IN PLANNING FOR PY'02

The *One Stop Committee* is responsible for recommending distributions of WIA funds at the system level. A year ago, its actions divided each WIA allocation into three broad areas of expense, as follows:

- 65% of each grant allocation to be expended for participant training, primarily through competitively procured PIC-CBO subcontracts targeting persons with multiple barriers,
- 25% to be expended for PIC's program operations and system building, including – by financial agreement with a Consortium of One Stop partners – 10% for achieving WIA compliance at the full service One Stop center, and
- 10% to be expended for PIC's administration.

The *Program Resources Committee* is responsible for recommending specific expenditures of participant training dollars. These obligations have been primarily for competitively solicited subcontracts, including related support services such as child care and transportation.

The *Research and Evaluation Committee* will help develop criteria for evaluating subcontractor performance. Its February 7 agenda includes a discussion of contract compliance criteria for use in evaluating both WIA and Welfare to Work contractors. Its recommendations will determine what data the staff will use in forming its PY'02 contractor recommendations to the Program Resources Committee.

## CALENDAR EXPECTATIONS

Staff expects that –

- the State will again be late in announcing grant allocations, as late as mid-May,
- grant amounts will be less than current allocations (by an unpredictable amount),
- the One Stop Committee will provide timely system-level decisions,
- the Research and Evaluation Committee will provide contract evaluation guidance,
- PIC's data systems will report on 21-month cumulative contractor activity by late April, and
- the Program Resources Committee will need a special meeting in May to consider staff's analysis of contractor performance along with proposed contractor amounts for PY'02, providing that allocations are known.

If you have questions prior to the meeting, please call Wes Dixon at (415) 923-4261.

cc: WISF Members  
PIC Subcontractors  
PIC Staff



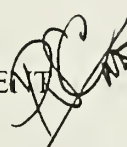


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## MEMORANDUM

**TO:** PROGRAM RESOURCES COMMITTEE **DATE:** JANUARY 29, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT 

**SUBJECT:** PROPOSED LOCALLY RECOGNIZED CREDENTIALS FOR ADULT AND  
DISLOCATED WORKER PROGRAMS (Agenda item #6)

### BACKGROUND

A credential is defined as any national recognized degree or certificate or State/locally recognized credential as cited in the Employment and Training Administration Training and Employment Guidance Letter No. 7-99 dated March 9, 2000. Credentials include, but are not limited to a high school diploma, GED or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, and licensure or industry-recognized certificates, and all State Education Agency recognized credentials are also included.

Local Workforce Investment Boards have the authority to approve certificates to recognize successful completion of training services designed to prepare individuals to enter or re-enter employment, retain employment, or advance into better employment.

### RECOMMENDATIONS

Attached for your review and approval are the proposed locally recognized credentials for WIA Adult and Dislocated Worker subcontractors for Program Year 2001 (July 1, 2001 – June 30, 2002). These proposed credentials, when approved by the local Workforce Investment Board, are intended to signify positive results as either a substitute for or in addition to 'entered unsubsidized employment (or placed in a job) and they constitute a discrete goal against which performance is measured in each Formula WIA Program.

In addition, staff recommends that any credential approved by the WISF Board be made retroactively to July 1, 2001.

If you have any question prior to this meeting, please contact Brenda Brown, V.P. Operations at (415) 923-4562.



**WORKFORCE INVESTMENT ACT  
ADULT AND DISLOCATED WORKER PROGRAMS CREDENTIALS**

**AJ** **ARRIBA JUNTOS** **OJT**

Various occupations as specified in participant's Individual Employment Plan.

Entry Requirements

No minimum requirements.

San Francisco Credential Requirements

Job Specific Skills

The OJT trainees must complete 100% of the total planned OJT hours and meet the job skill level requirements specified in their Individual Employment Plan.

Receive an AJ certificate.

**AJ** **ARRIBA JUNTOS** **OST**

Health Services and Related Occupations.

Entry Requirements

Interested in work involving Health Care Occupations.

- Score at 5<sup>th</sup> – 7<sup>th</sup> grade levels on both reading and math test.  
Comprehensive Adult Student Assessment Systems Test.

San Francisco Credential Requirements

- Basic Education Skills  
Improve a minimum of two scale scores in reading and math as determined by the Comprehensive Adult Student Assessment System (CASAS) or
- Job Specific Skills  
Demonstrate proficiency by attaining State-approved certification as a Certified Nursing Assistant.  
Receive an AJ certificate.

**AND** **Asian Neighborhood Design** **OST**

Selected Carpentry and Related Workers, Plasterer, Precision Woodworkers, Construction Trades and Extractive Worker Helpers.

Job Specific Skills

Lacks previous job experience in this field and show a deficiency in job skills by scoring a maximum of 49% on the AND developed General Woodworking Test.

San Francisco Credential Requirements

Job Specific Skills

Demonstrate Proficiency by passing two competency-based hands-on projects as certified by the instructor and must also achieve the required exit-test scores on the AND General Woodworking Test as determined by their individual entry-test scores:

<u>Entry</u>	<u>Exit</u>	<u>Minimum Increase</u>
0%	50%	40%
10%	60%	40%
20%	70%	40%
30%	70%	30%
40%	70%	30%
49%	80%	31%

Receive an AND certificate.

JRT – Job Readiness Training

OESL – Occup. English –as – a- Second Language

OJT - On the Job Training

OST – Occupational Skills Train

IR - Individual Referral

<b>EHH</b>	<b>ELLA HILL HUTCH COMMUNITY CENTER</b>	<b>OST</b>
Bakers, bread and pastry, Cooks, short order, Cooks, restaurant, Dining Room and Cafeteria Attendants, Bartender Helpers, Food Preparation Workers.		
<u>Entry Requirements</u> Job Specific Skills, Primary Skills Lacks previous job experience in this field and shows a deficiency by scoring a maximum of 50% on the Ella Hill Hutch Comm. Center Culinary (EHHCC) Pre-Exam.		<u>San Francisco Credential Requirements</u> Job Specific Skills Pass the EHH culinary exam with an overall score of 75 percentage or higher and be able to demonstrate skills learned (per instructor verification). Receive an EHH certificate.
<b>GWI</b>	<b>GOODWILL INDUSTRIES INC.</b>	<b>OST</b>
Customer Service (banking, retail, utilities); Ticket agents, passenger booking clerks, reservation clerks, ticket clerks; Telemarketers; General office workers, file clerks, typist, word processor; data keyers; Secretary; Administrative assistant; Mail clerks and Stock clerks.		
<u>Entry Requirements</u> Interested in the field of Office Technology. Score at 7 <sup>th</sup> grade level on reading and math test. Comprehensive Adult Student Assessment Systems Test.		<u>San Francisco Credential Requirements</u> 1. Demonstrated proficiency by passing a minimum of 70% on the GWI developed post test and 2. Receive a GWI certificate.
<b>HAFP</b>	<b>HAIGT ASHBURY FOOD PROGRAM</b>	<b>OST</b>
Food Service and Lodging Managers, First Line Supervisors and Managers, Food and Beverage Preparations and Service Occupations, Precision Food Workers		
<u>Various Occupations as specified in participant's Individual Employment Plan.</u>		
<u>Entry Requirements</u> Interested in the field of culinary arts Score at 5 <sup>th</sup> grade level on the reading and math test. Comprehensive Adult Student Assessment Systems Test.		<u>San Francisco Credential Requirements</u> Participants will be considered to have met the completion requirements of the training passing the HAFP final exam with an overall minimum Score of 70% or better. Receive a HAFP certificate.
<b>JVS</b>	<b>JEWISH VOCATIONAL SERVICES</b>	<b>OJT</b>
<u>Various occupations as specified in participant's Individual Employment Plan.</u>		
<u>Entry Requirements</u> No minimum requirements.		<u>San Francisco Credential Requirements</u> Job Specific Skills The OJT trainee must complete 100% of the total planned OJT hours and meet the job skill level requirements specified in their Individual Employment Plan. Receive a JVS certificate.

IIC INTERCULTURAL INSTITUTE of CALIFORNIA		OST
Cashier, Counter, Customer Service Clerk, Selected Municipal and Related Workers, Other Secretarial-related and General Office Workers, Electronic Data processing and other Office Machine Occupations.		
<u>Entry Requirements</u> 1. Basic Education Skills: 2. maximum ESL score of 600 for limited English Participants as measured by the Structured Test of English Language 3. maximum A level 12.9 in math, as determined by the Test of Adult Basic Education (TABE) level E,M,or D, for English Speakers 2. Jobs Specific Skills, Primary Skills: a. Lack previous job experience in this field and shows a deficiency in job skills by scoring a maximum of 50% on the IIC developed Computer Competency Test.		<u>San Francisco Credential Requirements</u> 1. Basic Skills Education: a. English for limited Speaking participants, increase one ESL level(for example from ESL 300-400) and one full grade level in math as determined by TABE and as certified by an instructor, b. for fluent English speakers, increase one full grade level in reading and math as determined by the TABE and as certified by an instructor, or 2. Job Specific, Primary Skills a. Demonstrate proficiency by passing the Word Processing Competency Test with a minimum score of 70%; b. Demonstrate proficiency by improving at minimum 25 wpm in typing as determined by the IIC typing test c. Obtain IIC's certificate of completion
MLVS Mission Language and Vocational School		OESL
Merchandise, Products, and other Sales and Sales-related occupations, Selected Banking, Security, Finance and Credit Workers, Insurance Workers, Selected Municipal and Related Workers, Secretaries, Miscellaneous Secretarial Related and General Office Occupations, Electronic Data Processing and Other Office Machine Occupations, Mail and Message Distribution Workers.		
<u>Entry Requirements</u> Basic Education Skills: VESL I - Max ESL 200 VESL II - Max ESL 300 VESL III - Max ESL 400		<u>San Francisco Credential Requirements</u> VESL I Minimum 400 ESL VESL II Minimum 400 ESL VESL III Minimum 500 ESL.
(LET) Latino Employment and Training – Maximum ESL 500 or 11th grade		One ESL level improvement. One ESL level improvement
Maximum 8th grade for all programs.		One grade level improvement (minimum 9th grade).
Job Specific Skills: Maximum 25 wpm in typing (for the above)		26 wpm net increase, 60 spm on the 10 key calculator, alpha/ numerical filing in 5 minutes. Receive a MLVS certificate.
NCSL Northern California Service League		OJT
Various occupations as specified in participant's Individual Employment Plan.		
<u>Entry Requirements</u> No minimum requirements.		<u>San Francisco Credential Requirements</u> Job Specific Skills The OJT trainee must complete 100% of the total planned OJT hours and meet the specified job skill level requirements in their Individual Employment Plan. Receive a NSCL certificate.

SFVS	San Francisco Vocational Services	OST
Receptionist and information clerks; Customer Service (banking, retail, utilities) tickets agents, passenger booking clerks, reservation clerks, ticket clerks; Telemarketers; General office workers, file clerks, typist, word processor; data keyers; Secretary; Administrative.		
<p><u>Entry Requirements:</u></p> <p>Lacks previous job experience in this field and show a deficiency in job skills by scoring a maximum depending on the training course:</p> <ol style="list-style-type: none"> <li>Basic Office Course – able to get a minimum of 200 points on the following SFVS developed course exams: Business English, Business Math, Office Procedures, filing, professional Development, Business Correspondence, Basic Word Processing and Internet.</li> <li>General Office Course – able to type at least 30 net words per minute and score a minimum composite of 325 points on the following SFVS developed course exams: Business English, Business Math, Professional Development, Filing, Office Procedures Business Correspondence, Word Processing, Spreadsheets, Data Base and Internet.</li> <li>Advanced Office Course – able to type at least 40 net words per minute and score a minimum composite of 325 points on the following SFVS-developed course exams: Business English, Business Math, Business Correspondence, Word Processing, Spreadsheets, Database, Internet, Office Procedures, and Professional Development.</li> </ol>	<p><u>San Francisco Credential Requirements</u></p> <p>Participants will be considered to have met the completion requirements of the training when they have attained the following:</p> <ol style="list-style-type: none"> <li>Job Specific Skills <p>Demonstrate Proficiency by passing the following course depending on which course was selected.</p> <ol style="list-style-type: none"> <li>Basic office Course – Increase typing speed by at least 10 net words per minute score at least 525 points or improved by at least 100 points, whichever is greater, on the course exams</li> <li>General Office Course - Increase typing speed by at least 10 net words per minute and score at least 675 points or improved by at least 100 points whichever is greater, on the course exams.</li> </ol> <p>Advanced Office Course – Increase typing speed by at least 10 net words per minute and score at least 675 points or improve by at least 100 points, whichever is greater, on the course exams.</p> <p>Receive a SFVS certificate.</p> </li> </ol>	
SHE	SELF HELP FOR THE ELDERLY	OESL
Cleaning and Building Service Occupations, except Private Households, other Service Occupations		
<p><u>Entry Requirements</u></p> <p>Basic Educational Skills:</p> <p>Limited English speaking as determined by a maximum score of 40% on the SHE developed ESL pre-program test, or</p> <p>Job Specific Skills:</p> <p>Lack previous job experience in the field of Housekeeping and shows deficiency in job skills by scoring a maximum of 40% on the SHE develop Housekeeping skills test.</p>	<p><u>San Francisco Credential Requirements</u></p> <p>Job Specific Skills, Primary Skills:</p> <p>Demonstrated proficiency by passing the SHE-developed housekeeping skills post program test with minimum score of 70%.</p> <p>Receive a SHE certificate.</p>	

<b>SHE</b>		<b>SELF HELP FOR THE ELDERLY</b>	<b>OST</b>
Home Health AIDE, Health Services and Related Occupations			
<u>Entry Requirements</u>		<u>San Francisco Credential Requirements</u>	
a. Limited English Speaking ability b. Interested in the Health Care Field. c. Reading level below 40% on the comprehensive adult student systems test.		1. Job Specific Skills, Primary Skills Demonstrated proficiency by attaining State approved certification as Home Health Aide from the California Department of Health Services, or 2. Basic Education Skills Improve a minimum of three scale scores in reading and math as determined by the Comprehensive Adult Student Assessment Systems (CASAS) Receive a SHE certificate.	
<b>STP</b>		<b>Swords to Plowshares</b>	<b>OJT</b>
Various occupations as specified in participant's Individual Employment Plan.			
<u>Entry Requirements</u>		<u>San Francisco Credential Requirements</u>	
No Minimum Requirements		Job Specific Skills The OJT trainee must complete 100% of the total planned OJT hours and meet the specified job skill level requirement in their specified in their Independent Employment Plan. Receive a STP certificate.	
<b>TFS</b>		<b>The Family School</b>	<b>JRT</b>
Miscellaneous personal service occupations (includes childcare workers), Librarians, Archivists, Curators, and other selected education related workers (includes teacher aides), Miscellaneous industry specific clerical (includes teacher's aides and educational assistants, clerical).			
<u>Entry Requirements</u>		<u>San Francisco Credential Requirements</u>	
Lacks or have no work experience.		1. Basic Education Skills 2. An attendance record of 80% or more: 3. Increase a minimum of one grade level in reading and math as determined by the CASAS test and 4. The submission to PIC of an applicant portfolio which will include a sample resume and cover letter and; 5. Certificate of completion of training from the Subcontractor.	

YCD	Young Community Developers	OST
Various occupations as specified in participant's Individual Employment Plan.		
<p><u>Entry Requirements</u></p> <p>Score at least within 9<sup>th</sup> grade level in both reading and math. On the comprehensive adult student assessment systems test.</p>	<p><u>San Francisco Credential Requirements</u></p> <p>Job Specific Skills</p> <p><u>Work Readiness</u></p> <ol style="list-style-type: none"> <li>1. Demonstrated proficiency by passing the YCD developed Work Readiness Post program test with a minimum score of 75%</li> </ol> <p><u>Truck Driving</u></p> <ol style="list-style-type: none"> <li>1. Obtain Class "A" License</li> <li>2. Complete course competency test in construction truck driving with a minimum score of 75% or</li> </ol> <p><u>Hazardous Remediation and Control</u></p> <ol style="list-style-type: none"> <li>1. Complete competency test in hazardous remediation and control with a minimum score of 75% or</li> </ol> <p><u>Carpentry / Maintained</u></p> <ol style="list-style-type: none"> <li>1. Complete score competency test in carpentry and maintenance with a minimum score of 75%</li> <li>2. Achieve a minimum score of 80% on practical application test.</li> </ol> <p>Receive a YCD certificate.</p>	



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**PROGRAM:** The PIC/SFRA Consortium Program

**PROGRAM DESCRIPTION:** A Job Readiness, Referral and Direct Placement program for the construction and permanent jobs that are created by and located in the San Francisco Redevelopment Agency (SFRA) Project Areas of the Western Addition, South of Market and Bay View Hunters Point with priority given to Project Area residents.

**SOURCE OF FUNDS:** Tax increments levied by the SFRA

**CURRENT AMOUNT OF FUNDS:** \$927,000 for the Western Addition, South of Market and Bay View Hunters Point Project Areas.

**CURRENT SUBCONTRACTORS:** Ella Hill Hutch Community Center for the Western Addition A1 and A2 Project Areas.

Mission Hiring Hall/South of Market Employment Center for the South of Market, Yerba Buena Center and Rincon Point-South Beach Project Areas.

Young Community Developers, Inc. for the Bayview Hunters Point and India Basin Industrial Park Project Areas.

**TARGET POPULATION:** Low Income San Francisco residents with priority given to SFRA Project Area residents.

**PROGRAM YEAR:** 07/01/01 to 06/30/02 – This is the third year of the program

**PROJECTED NUMBER OF PLACEMENTS:** Total - 850

**PRIOR PROGRAM YEAR RESULTS:** Total – 4457 referrals, 902 placements





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**PROGRAM:** The CB-1 Jobs Program

**PROGRAM DESCRIPTION:** A Customized Hotel/Housekeeping and Health/Fitness Attendant Training Program for the Four Seasons Hotel and the Sports Club at Central Block-1 in the Yerba Buena Center San Francisco Redevelopment Agency (SFRA) Project Area.

**SOURCE OF FUNDS:** A contribution to the City and County of San Francisco by a private developer.

**CURRENT AMOUNT OF FUNDS:** \$545,000 for the Yerba Buena Center Project Area.

**CURRENT SUBCONTRACTORS:** Mission Hiring Hall/South of Market Employment Center for the Yerba Buena Center Project Area.

**TARGET POPULATION:** Low Income San Francisco residents with priority given to SFRA Project Area residents.

**PROGRAM YEAR:** 04/01/01 to 09/30/02

**PROJECTED NUMBER OF PLACEMENTS:** Total – 73 (45 hotel/housekeeping occupations and 28 health/fitness attendant occupations)

**PRIOR PROGRAM YEAR RESULTS:** New program, no prior year results.





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**PROGRAM:** The First Source Hiring Mission Bay Construction Jobs Program

**PROGRAM DESCRIPTION:** A Job Readiness, Referral and Direct Placement program for the construction jobs that are created by and located in the San Francisco Redevelopment Agency (SFRA) Mission Bay Project Area.

**SOURCE OF FUNDS:** A contribution to the City and County of San Francisco by a private developer.

**CURRENT AMOUNT OF FUNDS:** \$300,000 for the Mission Bay Project Area.

**CURRENT SUBCONTRACTORS:** Mission Hiring Hall/South of Market Employment Center for the Mission Bay North Project Area.

Young Community Developers, Inc. for the Mission Bay South Project Area.

In Addition there are five agencies working as Referral Agencies for the Mission Bay Construction Job phase of the Mission Bay Project Development. They are Asian Neighborhood Design, Chinese for Affirmative Action, the Glide Foundation, the San Francisco Housing Authority and the San Francisco League of Urban Gardeners.

**TARGET POPULATION:** Low Income San Francisco residents.

**PROGRAM YEAR:** 07/01/01 to 06/30/02

**PROJECTED NUMBER OF PLACEMENTS:** Total - 80

**PRIOR PROGRAM YEAR RESULTS:** New program, no prior year results.



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM RESOURCES COMMITTEE (PRC)

**Date:** Tuesday, April 2, 2002  
**Time:** 10:00 a.m. – Noon  
**Location:** SF Community College District Office  
Auditorium  
33 Gough Street  
San Francisco CA 94103

03-27-02 MAR 27 2002

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PROPOSED AGENDA APPEARS ON THE REVERSE SIDE

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To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at [www.ci.sf.ca.us/infoctr/sunshine/index.htm](http://www.ci.sf.ca.us/infoctr/sunshine/index.htm)

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

Issued: Tuesday, March 26, 2002

## PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of Minutes for February 5, 2002 Meeting (*Action Item*)\*\*
3. Selection of Vice Chair (*Action Item*)
4. Update on Resource Mapping Project (Information Item)
5. Policy Recommendations for Implementation of WIA Adult Services Formula New Initiatives Fund for Individual Referrals and Customized Training in PY '02 - 03 (*Action Item*)\*
6. PY 2002 Planning Considerations for Welfare to Work (WtW) Programs (*Action Item*)\*
7. WtW Performance Evaluation Discussion (*Action Item*)\*
8. WIA Performance Evaluation Discussion (*Action Item*)\*
9. Staff Recommendation for Refugee Program Currently on Probation (*Action Item*)\*
10. PRC Future Meeting Schedule and Agenda Items (Discussion Item)\*
11. Orientation to the PIC/SF Redevelopment Agency Consortium Program and the CB – 1 Jobs Program (Information Item)\*
12. Orientation to the PIC/First Source Hiring Mission Bay Construction Jobs Program (Information Item)\*
13. Public Testimony on Non-Agenda Items (Discussion Item)
14. Adjournment (*Action Item*)

\* Information enclosed

\*\* Information to be sent

# DOCUMENT WORKFORCE INVESTMENT SAN FRANCISCO

MAR 27 2002 Local Workforce Investment Board for the City and County of San Francisco

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## MEMORANDUM

**TO:** PROGRAM RESOURCES COMMITTEE  
THROUGH PAMELA S. CALLOWAY

**DATE:** MARCH 25, 2002

**FROM:** AMANDA FEINSTEIN, WIB STAFF *AM for AF*

**SUBJECT:** POLICY RECOMMENDATIONS FOR IMPLEMENTATION OF WIA ADULT FORMULA NEW INITIATIVES FUND FOR INDIVIDUAL REFERRALS AND CUSTOMIZED TRAINING IN PY '02-03 (AGENDA ITEM # 5)

At its meeting of November 8, 2001, the Program Resources Committee (PRC) and the Research and Evaluation Committee of Workforce Investment San Francisco established a working group to explore: (1) opportunities for raising the income threshold for access to WIA Adult training; and (2) the possibility of utilizing some portion of WIA Adult formula funds to purchase training services using "Individual Referral" (IR) or "Customized Training." Currently all WIA Adult formula training services are procured through cost reimbursement contracts with community agencies to serve low-income, special needs populations.

This working group met three times, in December 2001, January 2002 and March 2002. The minutes of the December and January meetings were presented to the PRC at its February 5, 2002 meeting. The focus of the presentation was primarily on understanding the opportunities and challenges associated with raising the low-income threshold and implementing IR's and customized training. As a result of this discussion, the Chair of the PRC requested that the work group meet again to flesh out policy recommendations to guide implementation of ITA's and Customized Training.

At the same meeting the PRC also adopted Planning Guidelines for the PY02-03 WIA Adult formula funding cycle. These guidelines, which were approved by the full Workforce Investment Board on March 20, 2002, create a pool of funds for new initiatives and give a third year extension to only the most effective WIA Adult subcontracts. The following policy recommendations are therefore offered by the work group for consideration in relation to the PY02-03 New Initiatives Fund.

### Customized Training

Customized Training (CT) is training conducted with a commitment by an employer or group of employers to employ an individual upon completion of the training. The employer is required to match the WIA investment in training at 50%.

### Policy Recommendations

When selecting customized training programs for WIA Adult formula investment, prioritize those programs that:

- 1) Train for occupations and skill sets that are in high demand in the broader labor market, not only with the sponsoring employer.
- 2) Teach skills that are transferable to multiple occupations.
- 3) Make a commitment to recruit from the trained pool of applicants as new vacancies occur. (Backfill turn over.)

- 4) Have a cost of training that is low relative to the expected wages of trainees.
- 5) Have a greater potential for career advancement for trainees.
- 6) Present a 50% match that is cash, rather than in-kind.
- 7) Present a strategy for upgrading the skills of incumbent workers.
- 8) Present a plan for leveraging tax credits and other business assistance incentives that may be available.
- 9) Involve businesses with a track record of hiring graduates of PIC funded training programs.

### **Unresolved Issues**

- 1) What will the procurement process be for customized training? (Is an RFP or RFQ required? Will funding decisions be made on a rolling basis or once for the year? Should programs be limited to specific sectors or open to whomever applies?)
- 2) The WIB needs to adopt a new income eligibility threshold and self-sufficiency standard that makes it possible to train entry-level incumbent workers.

### **Individual Referral**

Individual Referral (IR) is a method for procuring and paying for training services on a per person basis.

### **Policy Recommendations**

The following are policy recommendations for establishing an Individual referral program for WIA Adult formula funds:

- 1) Assessment and referral to IR funded training should occur at the One Stop Centers. Staff to undertake this task could be either from the Private Industry Council or community based organizations. These staff will be responsible for participant assessment, eligibility determination, career counseling and development of an individual service strategy that includes training selection.
- 2) The staff who assess and refer individuals to IR training must be knowledgeable of the full spectrum of eligible training opportunities. Staff development and training is critical.
- 3) Agencies receiving WIA Adult cost reimbursement contracts must fill all WIA funded slots before enrolling any participants through the IR process.
- 4) The costs associated with different training programs do vary. Therefore the price of programs on the IR vender list should not be expected to be uniform. *No specific price cap or range is offered at this time.* However, when comparing program costs, the necessary expenses associated with providing needed intensive case management, job placement and retention, should be considered a deterrent to selecting that program when comparing costs with a program that offers only stand alone training.

### **Unresolved Issues**

- 1) Should a price cap (or multiple price caps for different types of service packages) be established? If so, what should it be?
- 2) Should IR training participants be required to contribute some amount on a sliding scale toward the cost of their training and based on their income?
- 3) A new low-income eligibility threshold for WIA Adult IR funded training needs to be established.

### **Conclusion**

(To be written – something like this is a start - more discussion required.)



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MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE DATE: MARCH 22, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT  
TRENT RHORER, EXECUTIVE DIRECTOR, DHS

SUBJECT: PROGRAM YEAR 2002-2003 PLANNING CONSIDERATIONS, WELFARE TO  
WORK PROGRAMS (AGENDA ITEM #6)

The Program Resources Committee is asked to approve a development plan for Welfare to Work funds for the Program Year beginning July 1, 2002 (PY'02).

**Background**

Last year, it was estimated that \$8.5 million dollars would be available over the next three years. These funds were from the following sources: Federal Welfare-to-Work (WtW) Funds, (allocated to by the State under a statutory formula to San Francisco: one dollar of State General Funds that is allocated by the same formula to the Department of Human Services (DHS) as matching funds for every two dollars of Formula WtW Funds that are allocated to San Francisco); Federal and State TANF funds; San Francisco General Funds; and Food State Employment and Training Funds. These funds were announced in the March 23, 2001 Request for Proposal (RFP). The RFP stipulated that subcontractors would be evaluated to determine whether to increase or reduce the amount of subcontracts and/or extend or curtail their length of training based on availability of funds.

The Welfare to Work program in San Francisco is experiencing significant changes in its client base and funding. In April 1998, there were 8,500 households in San Francisco receiving CalWORKs grants. In January 2002 there were 5,057 households receiving grants. This represents a 60% caseload decline in less than four years (this decline does not include CalWORKs households who receive retention services under our Career Advancement component). Furthermore, nearly one third of CalWORKs households are exempt from participating in employment services, another third are working and the remainder are engaged in welfare to work activities or in the process of signing up.

At the state and local level resources to provide welfare to work services are declining. There is a large deficit in the State's overall CalWORKs budget. The CalWORKs allocation for San Francisco has been reduced by \$2.5 million. Additionally, the State's Welfare-to-Work Match funds in the Governor's budget, in the amount of \$347,000 have been eliminated. There is proposal pending in Sacramento to reallocate CalWORKs funds from counties (such as San Francisco) which have a higher per person cost for CalWORKs services to those counties with lower costs. This may further reduce CalWORKs funds available in San Francisco. Locally, the Mayor's office has directed all City departments to reduce budgets by 10% to make up for the projected deficit in county General Funds.

The result is a projected \$726,000 budget cut in funds available for Welfare to Work services funded by the Private Industry Council in program year 2002-03. The following chart illustrates these reductions:

Source of Funds	ACTUAL FY01-02	PROPOSED FY02-03	DIFFERENCE
WtW Competitive	Zero	Zero	Zero
WtW Formula	\$750,000	\$531,000	- \$219,000
WtW State Match	\$347,000	Zero	- \$347,000
CalWORKs	\$960,000	\$900,000	- \$ 60,000
PAES	\$1,000,000	\$900,000	- \$100,000
<b>Total (Estimated)</b>	<b>\$3.1 million</b>	<b>\$2.3 million</b>	<b>*- \$726, 000</b>

\*These amounts may be subject to additional reductions as a result of the budgetary processes at the local and State level, which are not yet final.

Staff will be available at your April 2, 2002 meeting to answer any questions you may have. Please feel free to contact Joyce Crum, Director, Welfare to Work, at (415) 431-8700 ext. 332 should you have questions before the April 2<sup>nd</sup> meeting.

cc: PIC STAFF  
DHS STAFF  
WtW SUBCONTRACTORS



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MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE

DATE: MARCH 22, 2002

FROM: PAMELA S. CALLOWAY PRESIDENT

SUBJECT: WtW PERFORMANCE EVALUATION DISCUSSION, AGENDA ITEM #7

The Research and Evaluation Committee adopted and recommends to the Program Resources Committee the following process to evaluate contractor performance:

1. Notify contractors that March 31, 2002 is the cutoff date for performance data review.
2. Evaluate contract compliance and performance data that will be the basis of determining which subcontractors should continue to receive WtW funding next program year.
3. Use nine months of WtW performance data to develop contractor performance evaluation.

**BACKGROUND**

Current WtW contracts were solicited (last year) for up to three consecutive years beginning July 1, 2001. Most contractors are completing nine months of program activity and this is the first formal evaluation of program performance since last July. "Successful contractor performance" may be defined as contractor compliance with (or accomplishment of) the performance criteria in each contract.

The Research and Evaluation Committee (REC) adopted the following criteria to be used to evaluate the performance of WtW contractors. The Program Resource Committee will use these criteria to develop recommendations for selection and/or continuation of contractors for the WtW Program Year beginning July 1, 2002. These categories of criteria (e.g. Job Training/Job Placement/Job Retention) were the design criteria of last year's solicitation for WtW contractors and are the performance requirements contained in each contract (basis for contractor compliance).

**Job Training/Job Placement/Job Retention Component:**

1. The actual number of enrollments compared to the planned number of enrollments.
2. The actual number of completions compared to planned number of completions. (i.e. to meet or exceed the outlined curriculum and a certificate of completion) The actual number of placements compared to actual number of enrollments (60% minimum).
3. The actual placement rate (total number of placements divided by total number of planned placements in contract) compared to the planned placement rate. Subcontractors have a planned placement rate negotiated in their contract The proposed minimum wage for participants placed in jobs compared to the actual average wage achieved.

4. Actual compared to planned expenditures, timely submission of invoices, attendance forms, and other financial factors (i.e. audits, and other required paper work, etc).

**Career Advancement/Job Retention Component:**

1. 80% retained employment after 9 months.
2. 80% increase in income including hourly wage and health benefits.
3. 50% achieved skills enhancement objectives.

**Supportive Service/Resilient Families Component:**

1. 40% of sanctions lifted by either re-engagement into CalWORKs and obtaining a new Employment Plan or obtaining an exemption from Welfare-to-Work.
2. 30% completion of training or services as specified in the individual Employment Plan.
3. 15% placed in employment.
4. 10% retained employment for 270 days or more.

**Legal Services Component:**

1. 65% resolution (legal barriers identified, addressed and resolved through advice and counsel) for those who obtain legal services

**PLANNING RECOMMENDATIONS:**

Based on the financial information presented under the Planning Considerations Memorandum, (Agenda Item #6), there will be \$762,000 less available due to a large deficit in the State's overall CalWORKs budget and the Mayor's directive that all City departments reduce budgets to make up for the projected deficit in county General Funds for services in PY'02-03 (July 1, 2002- June 30, 2003).

**Staff recommends the following:**

1. \$150,000 for new services for people with Learning Disabilities.
2. \$100,000 to cover the cost of PY 01-02 contracts which, by their terms, extend into the next program year
3. Service cuts necessary should be achieved through the following three strategies:
  - Discontinue some one-year contracts.
  - Cut and/or reduce second year funding level of some two-year contracts.
  - Reduce Individual Referral Contract (IR) funding pool.

Staff also recommends the use of the Quarterly Statistics and Recommendations Form (Attachment #1) to gather performance data, and the following guidelines. Both performance data (contract compliance) and the service needs defined by the DHS and based on the participant demographics will guide contractor selection:

- a. Relevance of program to changing client--(projected demand for services). Contractor's capacity to serve target population through other programs/resources.
- b. Reduce program scale in year two contracts to realistic enrollment based on first year experience.
- c. Move programs to vendor list if less than 50% of planned enrollments were achieved during the contract's term, nine months of first year. Some contract started late and will have less than 9 months of enrollments.

In addition to the statistical information, subcontractors are asked to complete a Program Self-Evaluation (Attachment #2).

Staff will be available at the meeting on April 2, 2002 to answer questions. If you have any questions prior to this meeting, please contact Joyce Crum, Director of Welfare to Work at 415-431-8700.

Attachment (2)

cc: PIC STAFF  
DHS STAFF  
WiW Contractors



## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: \_\_\_\_\_ Program Name: \_\_\_\_\_

Subcontract Number: \_\_\_\_\_ Activity: \_\_\_\_\_

Start Date: \_\_\_\_\_ Period of Time: \_\_\_\_\_

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Actual</i>				
	<i>Plan (Approved Budget)</i>				
	<i>% of Plan</i>				
Enrollments	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				
Completions	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				
Placements	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				
Wage Rate (average)	<i>Actual (MIS Report)</i>				
	<i>Plan (stated in contract)</i>				
	<i>% of Plan</i>				

\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: \_\_\_\_\_ Program Name: \_\_\_\_\_

Subcontract Number: \_\_\_\_\_ Activity: \_\_\_\_\_

Start Date: \_\_\_\_\_ Period of Time: \_\_\_\_\_

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Actual</i>				
	<i>Plan (Approved Budget)</i>				
	<i>% of Plan</i>				
Enrollments	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				
Completions	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				
Placements	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				
Wage Rate (average)	<i>Actual (MIS Report)</i>				
	<i>Plan (stated in contract)</i>				
	<i>% of Plan</i>				

\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

## Quarterly Statistics and Recommendations

### Career Advancement and Job Retention

Subcontractor Name: \_\_\_\_\_ Program Name: \_\_\_\_\_

Subcontract Number: \_\_\_\_\_ Activity: \_\_\_\_\_

Start Date: \_\_\_\_\_ Period of Time: \_\_\_\_\_

Career Advancement and Job Retention		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Expenditure	Actual				
	Plan				
	% of Plan				
Enrollments	Plan (WiW 123)				
	Actual (MIS Roster)				
	Pending*				
	% of Plan				
90 day retention	Plan (WiW 123)				
	Actual (MIS Roster)				
	Pending*				
	% of Plan				
180 day retention	Plan (WiW 123)				
	Actual (MIS Roster)				
	Pending*				
	% of Plan				
270 day retention	Plan (WiW 123)				
	Actual (MIS Roster)				
	Pending*				
	% of Plan				
Career Advancement	Plan (WiW 123)				
	Actual (MIS Roster)				
	Pending*				
	% of Plan				
Achieved skills enhancements	Plan (WiW 123)				
	Actual (MIS Roster)				
	Pending*				
	% of Plan				

\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

## Quarterly Statistics and Recommendations

### Supportive Services/Resilient Families Component

Subcontractor Name: \_\_\_\_\_ Program Name: \_\_\_\_\_

Subcontract Number: \_\_\_\_\_ Activity: \_\_\_\_\_

Start Date: \_\_\_\_\_ Period of Time: \_\_\_\_\_

<i>Supportive Services/Resilient Families Component</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Actual</i>				
	<i>Plan</i>				
	<i>% of Plan</i>				
Engagement of Former Participant	<i>Plan (DHS List)</i>				
	<i>Actual</i>				
	<i>% of Plan</i>				
Sanction Lifted (enrolled)	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				
Completed Training as per Employment Plan	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				
Placed into Employment	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				
Retained Employment 270 days	<i>Plan (WtW 123)</i>				
	<i>Actual (MIS Roster)</i>				
	<i>Pending*</i>				
	<i>% of Plan</i>				

\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

## Quarterly Statistics and Recommendations

### *Legal Services Component*

Subcontractor Name: \_\_\_\_\_ Program Name: \_\_\_\_\_

Subcontract Number: \_\_\_\_\_ Activity: \_\_\_\_\_

Start Date: \_\_\_\_\_ Period of Time: \_\_\_\_\_

<i>Legal Services Component</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Actual</i>				
	<i>Plan</i>				
	<i>% of Plan</i>				
Resolutions	<i>Actual</i>				
	<i>Plan</i>				
	<i>% of Plan</i>				

Contract Administrator's Comments:





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**PROGRAM SELF-EVALUATION**

**1. Program Identification**

List your program title, the program category, component code(s), subcontract start date and subcontract duration.

**2. Program Design**

Please briefly describe your program design. What adjustments have you made to your original program design and why? Have you encountered any staffing issues? Please discuss the outcomes.

**3. Outreach/Recruitment**

Describe your agency's outreach and recruitment efforts, including your relationships with DHS staff, listing achievements and/or challenges.

**4. Goals**

Please indicate your current program success and/or progress in terms of the planned outcomes per **IV. Summary of Goals** and the **PIC WtW 123** (Participant Enrollment Schedule) of the signed subcontract, by addressing *each* criterion listed.

Do you have plans for any current or future modifications to your program's original proposal?

List any residual benefits your clients may have obtained by working with your agency that are not measured on the PIC WtW2.

**5. Fiscal**

Indicate the last month your agency invoiced PIC for this program, the current year-to-date total, and the timeliness in submitting invoices. Please describe any invoicing difficulties you are experiencing.

Do you have plans for any current or future modifications to your program's original budget?

In addition, if your agency receives funds other than Welfare-to-Work funds to support this training program, include the organization(s) providing this funding, how much you receive, and identify the contract period.

Are there any cost categories (salary, fringe benefits or other) where your agency perceives a savings or expects to spend less than the approved (original) amount? If

so, please describe to what extent and how this may impact the overall performance of your program.

**6. Other Comments/Suggestions**

Include any other comments or suggestions that you feel should be considered when evaluating your program. What suggestions can you make to improve the quality of WtW programs?

**7. Signature and Date**

Please identify the person who prepared the self-evaluation and his/her title, with respective signature and date at the end of the narrative.



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MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE DATE: MARCH 25, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT

SUBJECT: STAFF RECOMMENDATIONS FOR EVALUATING PY'01 SERVICE DELIVERY PERFORMANCE OF WORKFORCE INVESTMENT ACT (WIA), ADULT FORMULA SUBCONTRACTS (Agenda Item 8)

The Program Resources Committee is asked to consider the Research and Evaluation Committee recommendations for evaluating subcontractor performance under the Workforce Investment Act (WIA), Adult formula grant. Evaluations of subcontract compliance and performance data are the basis for determining which subcontractors should continue to receive WIA funding next year.

**BACKGROUND**

Current WIA Adult service delivery subcontractors were solicited for up to three consecutive years beginning July 2000. All were evaluated for first year's performance (see attached summary of year one performance) and are currently in the middle of the second year (July 1, 2001 to June 30, 2002). Those performing acceptably in the current year could be extended for a third year, through June 30, 2003.

At a joint meeting with the Program Resources Committee (PRC) in November, the Research and Evaluation Committee (REC) agreed to make recommendations on criteria to be used to evaluate the performance of WIA Adult Services subcontractors. These criteria would be used by the PRC for the selection and/or continuation of service providers in the upcoming WIA Program Year beginning July 1, 2002.

**RECOMMENDATION**

The Research and Evaluation Committee recommended the use of that twenty one (21) months of performance data (from July 1, 2000 to March 30, 2002) to evaluate WIA Adult Services subcontractors based on the criteria listed below:

1. Actual number of enrollments compared to planned number of enrollments;
2. Actual number of placements compared to planned number of placements;
3. Placement rate (percent of exits that are placements);
4. Minimum proposed wage rate (for participants placed in jobs) compared to actual average wage rate achieved (dollars per hour);
5. Selected characteristics of participants served in comparison to proposed special targeted populations with multiple barriers; and
6. Actual expenditures compared to planned expenditures and other financial factors (i.e. audits, timely submission of invoices and other required paper work, etc.).

If you have questions prior to the meeting, please contact Brenda Brown, V.P. Operations, at (415) 923-4264.





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TO: PROGRAM RESOURCES COMMITTEE

DATE: MARCH 25, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT

SUBJECT: PY '2002 EVALUATION CONSIDERATIONS, WORKFORCE INVESTMENT  
ACT, ADULT PROGRAMS (AGENDA ITEM 8)

The Program Resources Committee is asked to provide guidance to staff and subcontractors for evaluating the "Most Effective Service Subcontractors" for the Workforce Investment Act (WIA) Adult formula funds for the program year beginning July 1, 2002.

**BACKGROUND:**

The Local Workforce Investment Board (LWIB) ratified planning considerations for WIA Adult Programs. These planning considerations are to:

1. Extend the subcontracts of the most effective Adult Services Subcontractors;
2. Create a One Stop "Individual Referral Pool" for customer choice of those vendors/programs that are listed on the State's Eligible Training Providers List; or
3. Develop customized training for employers.

The LWIB also ratified the use of twenty-one (21) months of WIA performance data (July 1, 2001 to March 29, 2002) to evaluate subcontracts.

The Research and Evaluation Committee recommended seven performance criteria to evaluate current WIA subcontracts to determine if these subcontracts should be extended for Program Year 2002-2003 (July 1, 2002-June 30, 2003). Program Resources Committee is now asked to:

1. approve or modify these seven performance criteria; and
2. define "success" or determine the process and definition of effective subcontractor performance.

Staff anticipates State-announced allocations for Adult, Youth, and Dislocated Workers WIA programs in April. If the allocations are announced in April, funding recommendations for Adult Service Subcontracts will be presented to the Program Resources Committee at your May meeting.

To stimulate your discussion of defining success, please consider: (1) whether or not subcontractors have met the requirements of the subcontract<sup>1</sup>; (2) whether meeting subcontract

<sup>1</sup> In the case of "enrollments", subcontractors technically have until June 30, 2002 to reach contract goals. The implication of June enrollments is both a potential "failure" to achieve the contract goals by March 29, 2002 (the end of the performance data

requirements is the only, most appropriate, or best measure of success (subcontractors are asked to complete self-evaluations, which will be provided to the Committee at its May meeting); (3) what percentage (less than 100%) of attainment of contract goals is deemed successful; (4) whether the same percentage of attainment of contract goals should be the definition of success for each criteria (e.g. is 70% attainment the goal for both enrollments **and** placements needed?); and (5) how overall contract success should be determined (e.g., average the attainment rates for each criteria for an overall contract success rate)?

Staff brainstormed some scenarios for defining success. For the purpose of these scenarios, staff defined a successful subcontract as one in which at least 70% of **all** performance criteria has been met by March 29, 2002. These options are provided to stimulate your discussion.

The first two scenarios are based on an aggregate of twenty-one months of performance data; the third scenario is based on twelve months (July 1, 2000 to June 30, 2001) compared to three quarters (July 1, 2001 to March 31, 2002) of performance data.

#### Evaluation Scenarios for Committee Consideration

1. **Increase** funding for all subcontractors that met **85%** of goals. Fund all subcontractors that met at least **70%** of goals at the **current funding level**<sup>2</sup>. Individual participants, through the Individual Referral Pool, can utilize all other subcontractors that offer programs listed on the State's Eligible Training Providers List (ETPL).
2. Fund all subcontractors that met or exceeded **85%** of goals at the **current funding level**. **Reduce** all subcontractors that met at least **70%** of goals. Individual participants, through the Individual Referral Pool, can utilize all other ETPL approved programs.
3. **Increase** funding for subcontractors that met **85%** of goals for both program year 2000-2001 (July 1, 2000 – June 30, 2001) and for the first three quarters of the current program year (July 1, 2001 – March 31, 2002). Fund subcontractors that improved (percentage of) accomplishment of goals from last year and met **70%** of subcontract goals for the first three quarters of the current contract period ending March 29, 2002. Individual participants, through the Individual Referral Pool, can utilize all other ETPL approved programs.

**Pro:** In these three scenarios, the subcontractor that met 85% of contract goals is “rewarded” with an increase in or continuation of the same level of funding as in their current contract. If subcontractors achieved 70% of subcontract goals, they receive funding at either the current or a reduced level. Subcontractors that did not achieve 70% of subcontract goals can be utilized by individual participants through the Individual Referral Pool (all currently funded subcontract programs are on the ETPL).

**Con:** These scenarios only contemplate consideration of achievement of subcontract goals. These scenarios do not factor in subcontractor self-evaluations, any demographic data about individual client characteristics, or neighborhoods served.

Staff will be present at your April 2, 2002 meeting. If you have any questions prior to this meeting, please contact Brenda Brown, Vice President of Operations at (415) 923-4264.

cc: PIC Staff  
WIA funded Adult Subcontractors

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term adopted by the LWIB), and a liability/responsibility to complete training for these “last enrollees” into the new Program Year (which begins on July 1, 2002).

<sup>2</sup> If there is a decrease in the allocation of WIA Adult funding from the State to San Francisco, it may be necessary to “pass-through” the funding cuts to subcontracts.



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**MEMORANDUM**

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**TO:** PROGRAM RESOURCES COMMITTEE

**DATE:** MARCH 25, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** STAFF RECOMMENDATION FOR REFUGEE PROGRAM CURRENTLY ON PROBATION (AGENDA ITEM 9)

**Background**

Federal Fiscal Year (FFY) 2001 funding for Catholic Charities' Individual Referral (IR) program was recommended on a probationary basis due to low placement rates (55% for FFY '99, and 0% for FFY '00) when funding recommendations were made in July 2001. By the end of September 2001, its FFY '99 program had a 69% placement rate, but the '00 program still only had a 16% placement rate. In January 2002, the Workforce Investment San Francisco (WISF) Board approved a recommendation to continue the probationary status of this program through February 28, 2002, at which time, the program's probationary status would be re-evaluated and it would be expected that 70% of all FFY 2000 enrollees would be placed. All of the refugees completed their vocational training by October 30, 2001. Twenty-four of the 25 were enrolled in information technology (IT) training, such as software quality assurance, software development and testing, database management, and computer programming. One of the 25 enrolled in a computerized accounting program.

As of February 28, 2002, Catholic Charities' IR program had a 60% placement rate (15 of the 25 refugees have been placed in jobs). The average wage was \$12.41. Only four of the jobs were training-related; ostensibly because of the crash of the IT job market.

**Recommendation**

It is recommended that Catholic Charities' IR program be taken off of probation. It is relatively close to the probationary stipulation even though the IT job market dried up while many of the refugees were still in training. In addition, its 60% placement rate is slightly higher than the average placement rate for all FFY 2000 employment programs combined (59%).

Staff will be available at your April 2, 2002 meeting to answer any questions you may have. Please feel free to contact Karen Hart at 415-923-4260 should you have questions before the April 2 meeting.

cc: Refugee Subcontractors  
Dan Crawford, CDSS  
DHS, PIC Staff



**2002 WIB Program Resources Committee  
Proposed Meeting Agendas**

	January	February	March	April	May	June	July	August	September	October	November	December
Resource Allocation	No meeting	WIA Adult Planning Considerations	No meeting	WIA Planning Considerations	WIA & WIAW Funding Recommendations HEC & Refugee Planning Considerations			HEC funding recommendations  Refugee funding recommendations		No meeting	Refugee carry forward funding recomms	No meeting
Policies/Plans		WIA Adult Credentials  WIA low income priority & IR funding pool		WIAW Evaluation Criteria WIA Evaluation Criteria  WIA low income priority & IR funding pool				WIA Eligibility TAG		DOCUMENTS DEPT.  MAR 27 2002  SAN FRANCISCO PUBLIC LIBRARY		
System Development				PIC/SF Redevelopment Agency Consortium Program and CB-1 Program Orientation  First Source Hiring Mission Bay Construction Jobs Program Orientation	Adult Employment Services Resource Mapping Results			Overview of MOCD and DHS programs  Overview of Community College and SFHA programs			Overview of PIC grants/funding streams	





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**PROGRAM:** The PIC/SFRA Consortium Program

**PROGRAM DESCRIPTION:** A Job Readiness, Referral and Direct Placement program for the construction and permanent jobs that are created by and located in the San Francisco Redevelopment Agency (SFRA) Project Areas of the Western Addition, South of Market and Bay View Hunters Point with priority given to Project Area residents.

**SOURCE OF FUNDS:** Tax increments levied by the SFRA

**CURRENT AMOUNT OF FUNDS:** \$927,000 for the Western Addition, South of Market and Bay View Hunters Point Project Areas.

**CURRENT SUBCONTRACTORS:** Ella Hill Hutch Community Center for the Western Addition A1 and A2 Project Areas.

Mission Hiring Hall/South of Market Employment Center for the South of Market, Yerba Buena Center and Rincon Point-South Beach Project Areas.

Young Community Developers, Inc. for the Bayview Hunters Point and India Basin Industrial Park Project Areas.

**TARGET POPULATION:** Low Income San Francisco residents with priority given to SFRA Project Area residents.

**PROGRAM YEAR:** 07/01/01 to 06/30/02 – This is the third year of the program

**PROJECTED NUMBER OF PLACEMENTS:** Total - 850

**PRIOR PROGRAM YEAR RESULTS:** Total – 4457 referrals, 902 placements

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**PROGRAM:** The CB-1 Jobs Program

**PROGRAM DESCRIPTION:** A Customized Hotel/Housekeeping and Health/Fitness Attendant Training Program for the Four Seasons Hotel and the Sports Club at Central Block-1 in the Yerba Buena Center San Francisco Redevelopment Agency (SFRA) Project Area.

**SOURCE OF FUNDS:** A contribution to the City and County of San Francisco by a private developer.

**CURRENT AMOUNT OF FUNDS:** \$545,000 for the Yerba Buena Center Project Area.

**CURRENT SUBCONTRACTORS:** Mission Hiring Hall/South of Market Employment Center for the Yerba Buena Center Project Area.

**TARGET POPULATION:** Low Income San Francisco residents with priority given to SFRA Project Area residents.

**PROGRAM YEAR:** 04/01/01 to 09/30/02

**PROJECTED NUMBER OF PLACEMENTS:** Total – 73 (45 hotel/housekeeping occupations and 28 health/fitness attendant occupations)

**PRIOR PROGRAM YEAR RESULTS:** New program, no prior year results.

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**PROGRAM:** The First Source Hiring Mission Bay Construction Jobs Program

**PROGRAM DESCRIPTION:** A Job Readiness, Referral and Direct Placement program for the construction jobs that are created by and located in the San Francisco Redevelopment Agency (SFRA) Mission Bay Project Area.

**SOURCE OF FUNDS:** A contribution to the City and County of San Francisco by a private developer.

**CURRENT AMOUNT OF FUNDS:** \$300,000 for the Mission Bay Project Area.

**CURRENT SUBCONTRACTORS:** Mission Hiring Hall/South of Market Employment Center for the Mission Bay North Project Area.

Young Community Developers, Inc. for the Mission Bay South Project Area.

In Addition there are five agencies working as Referral Agencies for the Mission Bay Construction Job phase of the Mission Bay Project Development. They are Asian Neighborhood Design, Chinese for Affirmative Action, the Glide Foundation, the San Francisco Housing Authority and the San Francisco League of Urban Gardeners.

**TARGET POPULATION:** Low Income San Francisco residents.

**PROGRAM YEAR:** 07/01/01 to 06/30/02

**PROJECTED NUMBER OF PLACEMENTS:** Total - 80

**PRIOR PROGRAM YEAR RESULTS:** New program, no prior year results.

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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DRAFT MINUTES FOR THE  
2 APRIL 2002 MEETING OF THE

PROGRAM RESOURCES COMMITTEE OF THE  
WORKFORCE INVESTMENT SAN FRANCISCO BOARD

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A meeting of the Program Resources Committee of the Local Workforce Investment Board for the City and County of San Francisco was held at the Auditorium of the Community College District Office located at 33 Gough Street, San Francisco, California 94103.

## COMMITTEE MEMBERS PRESENT:

Terri Feeley, Linda Grohe (left at 11:40), Barry Hermanson (10:30), and Trent Rhorer.

## COMMITTEE MEMBERS ABSENT:

Shelley Bradford Bell, Anni Chung, Dwayne Jones, Craig Martin, Brian Murphy, Marion Standish, and Anna Yee.

## STAFF PRESENT:

Elizabeth Cano, Ana Chamorro, Alice Chiu, Asper Chuop, Joyce Crum, Joanna Diaz, Amanda Feinstein, Karen Hart, Raymond Holland, Jim Kennedy, Kimberly Low, Rick Mena, Zenaida Paguirigan, Joel Streicker, Judith Villamor, Steve Weaver, and Linda Wong.

## GUESTS (AS EVIDENCED ON THE SIGN-IN SHEET):

Dalila Ahumada, Sara Bauermister, Dan Brajkench, Youn Chey, Donna Feingold, Larry Fleming, Irina Goldenshteyn, Garry Grady, Wanjala Khisa, Karen Leving, Alison Lewis, Julie Lewis, Natalie Lopes, Leslie Luttgens, Mark Mak, Laurie Pantue, Ernesto Rivas, Duran Rutledge, Ramonita Santiago, Geraldine Souzis, Carolyn Snipes, Kevin Stange, Jim Torrens, Briana Moore Wirrom.

Chairperson Trent Rhorer called the Program Resources Committee meeting to order at 10:10 AM. A quorum was not present.

## Orientations

### *PIC/SF Redevelopment Agency Consortium Program*

Jim Kennedy gave an overview of the PIC/SFRA Program. Mr. Kennedy referred the Committee the one-page summaries provided in their Books. The following was the presentation:

#### "PROGRAM DESCRIPTION:

A Job Readiness, Referral and Direct Placement program for the construction and permanent jobs that are created by and located in the San Francisco Redevelopment Agency (SFRA) Project Areas of the Western Addition, South of Market and Bay View Hunters Point with priority given to Project Area residents.

#### SOURCE OF FUNDS:

Tax increments levied by the SFRA

#### CURRENT AMOUNT OF FUNDS:

\$927,000 for the Western Addition, South of Market and Bay View Hunters Point Project Areas

**CURRENT SUBCONTRACTORS:**

Ella Hill Hutch Community Center for the Western Addition A1 and A2 Project Areas.

Mission Hiring Hall/South of Market Employment Center for the South of Market, Yerba Buena Center and Rincon Point-South Beach Project Areas.

Young Community Developers, Inc. for the Bayview Hunters Point and India Basin Industrial Park Project Areas.

**TARGET POPULATION:**

Low Income San Francisco residents with priority given to SFRA Project Area residents

**PROGRAM YEAR:** 07/01/01 to 06/30/02 – This is the third year of the program

**PROJECTED NUMBER OF PLACEMENTS:** Total - 850

**PRIOR PROGRAM YEAR RESULTS:** Total – 4457 referrals, 902 placements."

*CB-1 Jobs Program*

Jim Kennedy gave an overview of the CB-1 Jobs Program. The following was the presentation:

**"PROGRAM DESCRIPTION:**

A Customized Hotel/Housekeeping and Health/Fitness Attendant Training Program for the Four Seasons Hotel and the Sports Club at Central Block-1 in the Yerba Buena Center San Francisco Redevelopment Agency (SFRA) Project Area.

**SOURCE OF FUNDS:**

A contribution to the City and County of San Francisco by a private developer

**CURRENT AMOUNT OF FUNDS:** \$545,000 for the Yerba Buena Center Project Area.

**CURRENT SUBCONTRACTORS:**

Mission Hiring Hall/South of Market Employment Center for the Yerba Buena Center Project Area

**TARGET POPULATION:**

Low Income San Francisco residents with priority given to SFRA Project Area residents

**PROGRAM YEAR:** 04/01/01 to 09/30/02

**PROJECTED NUMBER OF PLACEMENTS:**

Total – 73 (45 hotel/housekeeping occupations and 28 health/fitness attendant occupations)

**PRIOR PROGRAM YEAR RESULTS:** New program, no prior year results."

*PIC/First Source Hiring Mission Bay Construction Jobs Program*

Jim Kennedy gave an orientation on the First Source Hiring Mission Bay Construction Jobs Program. The following was the presentation:

**"PROGRAM DESCRIPTION:**

A Job Readiness, Referral and Direct Placement program for the construction jobs that are created by and located in the San Francisco Redevelopment Agency (SFRA) Mission Bay Project Area

**SOURCE OF FUNDS:**

A contribution to the City and County of San Francisco by a private developer

**CURRENT AMOUNT OF FUNDS:** \$300,000 for the Mission Bay Project Area.

#### CURRENT SUBCONTRACTORS:

Mission Hiring Hall/South of Market Employment Center for the Mission Bay North Project Area.

Young Community Developers, Inc. for the Mission Bay South Project Area.

In Addition there are five agencies working as Referral Agencies for the Mission Bay Construction Job phase of the Mission Bay Project Development. They are Asian Neighborhood Design, Chinese for Affirmative Action, the Glide Foundation, the San Francisco Housing Authority and the San Francisco League of Urban Gardeners.

TARGET POPULATION: Low Income San Francisco residents.

PROGRAM YEAR: 07/01/01 to 06/30/02

PROJECTED NUMBER OF PLACEMENTS: Total - 80

PRIOR PROGRAM YEAR RESULTS: New program, no prior year results. “

#### Resource Mapping Project Update

Kevin Stange updated the Committee on the Resource Mapping Project.

#### Policy Recommendations

Amanda Feinstein presented to the Committee the policy recommendations for implementation of WIA Adult services formula new initiatives fund for individual referrals and customized training. Ms. Feinstein reminded that Committee the at its meeting of November 8, 2001, the Program Resources Committee (PRC) and the Research and Evaluation Committee of Workforce Investment San Francisco established a working group to explore: (1) opportunities for raising the income threshold for access to WIA Adult training; and (2) the possibility of utilizing some portion of WIA Adult formula funds to purchase training services using “Individual Referral” (IR) or “Customized Training.” She also reminded that currently all WIA Adult formula training services are procured through cost reimbursement contracts with community agencies to serve low-income, special needs populations.

Ms. Feinstein informed the Committee that the working group met three times, [December 2001, January 2002 and March 2002]. She reminded them at the last meeting [February 5, 2002], she informed the Committee of the workgroup's discussion. The focus of the presentation was primarily on understanding the opportunities and challenges associated with raising the low-income threshold and implementing IR's and customized training. At the conclusion of the presentation and discussion, Chair Rhorer had requested that the workgroup meet again to flesh out policy recommendations to guide implementation of ITA's and Customized Training.

Ms. Feinstein also reminded the Committee that at the same meeting, the PRC had also adopted Planning Guidelines for the PY02-03 WIA Adult formula funding cycle. These guidelines, which were approved by the full Workforce Investment Board on March 20, 2002, create a pool of funds for new initiatives and give a third year extension to only the most effective WIA Adult subcontracts. The workgroup submitted the following policy recommendations for consideration in relation to the PY02-03 New Initiatives Fund.

#### Customized Training

Customized Training (CT) is training conducted with a commitment by an employer or group of employers to employ an individual upon completion of the training. The employer is required to match the WIA investment in training at 50%.

## **Policy Recommendations**

When selecting customized training programs for WIA Adult formula investment, prioritize those programs that:

- 1) Train for occupations and skill sets that are in high demand in the broader labor market, not only with the sponsoring employer.
- 2) Teach skills that are transferable to multiple occupations.
- 3) Make a commitment to recruit from the trained pool of applicants as new vacancies occur. (Backfill turn over.)
- 4) Have a cost of training that is low relative to the expected wages of trainees.
- 5) Have a greater potential for career advancement for trainees.
- 6) Present a 50% match that is cash, rather than in-kind.
- 7) Present a strategy for upgrading the skills of incumbent workers.
- 8) Present a plan for leveraging tax credits and other business assistance incentives that may be available.
- 9) Involve businesses with a track record of hiring graduates of PIC funded training programs.

## **Individual Referral**

Individual Referral (IR) is a method for procuring and paying for training services on a per person basis.

## **Policy Recommendations**

The following are policy recommendations for establishing an Individual referral program for WIA Adult formula funds:

- 1) Assessment and referral to IR funded training should occur at the One Stop Centers. Staff to undertake this task could be either from the Private Industry Council or community based organizations. These staff will be responsible for participant assessment, eligibility determination, career counseling and development of an individual service strategy that includes training selection.
- 2) The staff who assess and refer individuals to IR training must be knowledgeable of the full spectrum of eligible training opportunities. Staff development and training is critical.
- 3) Agencies receiving WIA Adult cost reimbursement contracts must fill all WIA funded slots before enrolling any participants through the IR process.
- 4) The costs associated with different training programs do vary. Therefore the price of programs on the IR vender list should not be expected to be uniform. *No specific price cap or range is offered at this time.* However, when comparing program costs, the necessary expenses associated with providing needed intensive case management, job placement and retention, should be considered a deterrent to selecting that program when comparing costs with a program that offers only stand alone training.

## **PY 2002 WtW Planning**

Briana Moore Wirrom stated that last year, it was estimated that \$8.5 million dollars would be available over the next three years. These funds were from the following sources: Federal Welfare-to-Work (WtW) Funds, (allocated to by the State under a statutory formula to San Francisco: one dollar of State General Funds that is allocated by the same formula to the Department of Human Services (DHS) as matching funds for every two dollars of Formula WtW Funds that are allocated to San Francisco); Federal and State TANF funds; San Francisco General Funds; and Food State Employment and Training Funds. Ms. Wirrom informed that Committee that these funds were announced in the March 23, 2001 Request for Proposal

(RFP). The RFP stipulated that subcontractors would be evaluated to determine whether to increase or reduce the amount of subcontracts and/or extend or curtail their length of training based on availability of funds.

She stated that the Welfare to Work program in San Francisco is experiencing significant changes in its client base and funding. In April 1998, there were 8,500 households in San Francisco receiving CalWORKs grants. In January 2002 there were 5,057 households receiving grants. This represents a 60% caseload decline in less than four years (this decline does not include CalWORKs households who receive retention services under our Career Advancement component). Furthermore, nearly one third of CalWORKs households are exempt from participating in employment services, another third are working and the remainder is engaged in welfare to work activities or in the process of signing up.

Ms. Wirrom stated that at the state and local level, resources to provide welfare to work services are declining. She stated, "There is a large deficit in the State's overall CalWORKs budget." The CalWORKs allocation for San Francisco has been reduced by \$2.5 million. Additionally, the State's Welfare-to-Work Match funds in the Governor's budget, in the amount of \$347,000 have been eliminated. There is proposal pending in Sacramento to reallocate CalWORKs funds from counties (such as San Francisco) that have a higher per person cost for CalWORKs services to those counties with lower costs. This may further reduce CalWORKs funds available in San Francisco. Locally, the Mayor's office has directed all City departments to reduce budgets by 10% to make up for the projected deficit in county General Funds. The result is a projected \$726,000 budget cut in funds available for Welfare to Work services funded by the Private Industry Council in program year 2002-03.

#### WtW Performance Evaluation

Joyce Crum presented recommendations for Welfare to Work subcontractor performance evaluation. She stated, "Based on the financial information presented by Briana, there will be \$726,000 less available due to a large deficit in the State's overall CalWORKs budget and the Mayor's directive that all City departments reduce budgets to make up for the projected deficit in county General Funds for services in PY'02-03." The recommendations were as follows:

1. \$100,000 to cover the cost of PY 01-02 contracts which, by their terms, extend into the next program year
2. Service cuts necessary should be achieved through the following three strategies:
  - Discontinue some one-year contracts.
  - Cut and/or reduce second year funding level of some two-year contracts.
  - Reduce Individual Referral Contract (IR) funding pool.

Staff also recommended the use of the Quarterly Statistics and Recommendations Form (Attachment #1) to gather performance data, and the following guidelines. Both performance data (contract compliance) and the service needs defined by the DHS and based on the participant demographics will guide contractor selection:

- a. Relevance of program to changing client--(projected demand for services). Contractor's capacity to serve target population through other programs/resources.
- b. Reduce program scale in year two contracts to realistic enrollment based on first year experience.
- c. Move programs to vendor list if less than 50% of planned enrollments were achieved during the contract's term, nine months of first year. Some contract started late and will have less than 9 months of enrollments.

## WIA Performance Evaluation

Brenda Brown informed the Committee that evaluations of subcontract compliance and performance data are the basis for determining which subcontractors should continue to receive WIA funding next year. At a joint meeting with the Program Resources Committee (PRC) in November, the Research and Evaluation Committee (REC) agreed to make recommendations on criteria to be used to evaluate the performance of WIA Adult Services subcontractors.

The Research and Evaluation Committee recommended the use of that twenty one (21) months of performance data (from July 1, 2000 to March 30, 2002) to evaluate WIA Adult Services subcontractors based on the criteria listed below:

1. Actual number of enrollments compared to planned number of enrollments;
2. Actual number of placements compared to planned number of placements;
3. Placement rate (percent of exits that are placements);
4. Minimum proposed wage rate (for participants placed in jobs) compared to actual average wage rate achieved (dollars per hour);
5. Selected characteristics of participants served in comparison to proposed special targeted populations with multiple barriers; and
6. Actual expenditures compared to planned expenditures and other financial factors (i.e. audits, timely submission of invoices and other required paper work, etc.).

The Program Resources Committee was also asked to provide guidance to staff and subcontractors for evaluating the "Most Effective Service Subcontractors" for the Workforce Investment Act (WIA) Adult formula funds for the program year beginning July 1, 2002.

The Research and Evaluation Committee recommended six performance criteria to evaluate current WIA subcontracts to determine if these subcontracts should be extended for Program Year 2002-2003 (July 1, 2002-June 30, 2003). Program Resources Committee was now asked to:

1. Approve or modify these six performance criteria; and
2. Define "success" or determine the *process* and definition of effective subcontractor performance.

Ms. Brown presented a few scenarios for the Committee's considerations, along with the pros and cons.

### Evaluation Scenarios for Committee Consideration

1. **Increase** funding for all subcontractors that met **85%** of goals. Fund all subcontractors that met at least **70%** of goals at the **current funding level**<sup>1</sup>. Individual participants, through the Individual Referral Pool, can utilize all other subcontractors that offer programs listed on the State's Eligible Training Providers List (ETPL).
2. Fund all subcontractors that met or exceeded **85%** of goals at the **current funding level**. **Reduce** all subcontractors that met at least **70%** of goals. Individual participants, through the Individual Referral Pool, can utilize all other ETPL approved programs.

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<sup>1</sup> If there is a decrease in the allocation of WIA Adult funding from the State to San Francisco, it may be necessary to "pass-through" the funding cuts to subcontracts.

3. **Increase** funding for subcontractors that met **85%** of goals for both program year 2000-2001 (July 1, 2000 – June 30, 2001) and for the first three quarters of the current program year (July 1, 2001 – March 31, 2002). Fund subcontractors that improved (percentage of) accomplishment of goals from last year and met **70%** of subcontract goals for the first three quarters of the current contract period ending March 29, 2002. Individual participants, through the Individual Referral Pool, can utilize all other ETPL approved programs.

**Pro:** In these three scenarios, the subcontractor that met 85% of contract goals is “rewarded” with an increase in or continuation of the same level of funding as in their current contract. If subcontractors achieved 70% of subcontract goals, they receive funding at either the current or a reduced level. Subcontractors that did not achieve 70% of subcontract goals can be utilized by individual participants through the Individual Referral Pool (all currently funded subcontract programs are on the ETPL).

**Con:** These scenarios only contemplate consideration of achievement of subcontract goals. These scenarios do not factor in subcontractor self-evaluations, any demographic data about individual client characteristics, or neighborhoods served.

#### Refugee Program on Probation

Karen Hart recommended that Catholic Charities’ IR program be taken off of probation. It got relatively close to the probationary stipulation even though the IT job market dried up while many of the refugees were still in training. In addition, its 60% placement rate is slightly higher than the average placement rate for all FFY 2000 employment programs combined (59%).

#### **Background**

Federal Fiscal Year (FFY) 2001 funding for Catholic Charities’ Individual Referral (IR) program was recommended on a probationary basis due to low placement rates (55% for FFY '99, and 0% for FFY '00) when funding recommendations were made in July 2001. By the end of September 2001, its FFY '99 program had a 69% placement rate, but the '00 program still only had a 16% placement rate. In January 2002, the Workforce Investment San Francisco (WISF) Board approved a recommendation to continue the probationary status of this program through February 28, 2002, at which time, the program’s probationary status would be re-evaluated and it would be expected that 70% of all FFY 2000 enrollees would be placed. All of the refugees completed their vocational training by October 30, 2001. Twenty-four of the 25 were enrolled in information technology (IT) training, such as software quality assurance, software development and testing, database management, and computer programming. One of the 25 enrolled in a computerized accounting program.

As of February 28, 2002, Catholic Charities’ IR program had a 60% placement rate (15 of the 25 refugees have been placed in jobs). The average wage was \$12.41. Only four of the jobs were training-related; ostensibly because of the crash of the IT job market.

In an absence of a quorum, the Committee forwarded the information to the Executive Committee for their April 10<sup>th</sup> meeting.

The Meeting was adjourned at 12:05 PM.



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1/30/02

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

**NOTICE OF A PUBLIC MEETING  
OF THE  
WORKFORCE INVESTMENT SAN FRANCISCO BOARD  
PROGRAM RESOURCES COMMITTEE (PRC)**

DOCUMENTS DEPT.

**Date:** Tuesday, April 30, 2002  
**Time:** 10:00 a.m. – Noon  
**Location:** SF Community College District Office  
Auditorium  
33 Gough Street  
San Francisco CA 94103

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**PROPOSED AGENDA APPEARS ON THE REVERSE SIDE**

04-23-00A10:45 00

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To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

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**OTHER ACCOMMODATIONS**

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

**Issued: Monday, April 22, 2002**

## PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of Minutes for April 2, 2002 Meeting (*Action Item*)\*
3. Selection of Vice Chair (*Action Item*)
4. Results of Resource Mapping Project (Information Item)
5. Year Seven Planning Considerations for the Homeless Employment Collaborative (*Action Item*)\*
6. Planning Considerations for Refugee Programs (*Action Item*)\*
7. PRC Future Meeting Schedule and Agenda Items (Discussion Item)\*
8. Public Testimony on Non-Agenda Items (Discussion Item)
9. Adjournment (*Action Item*)

\* Information enclosed



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PROGRAM RESOURCES COMMITTEE

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**MEMORANDUM**

**TO:** PROGRAM RESOURCES COMMITTEE **DATE:** APRIL 22, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT *JK for PSC*

**SUBJECT:** PLANNING CONSIDERATIONS FOR YEAR SEVEN OF THE HOMELESS EMPLOYMENT COLLABORATIVE (HEC) (Agenda Item # 5)

**BACKGROUND**

In April of 2001 the City and County of San Francisco submitted an application for a two-year renewal of funding of the Homeless Employment Collaborative (HEC) to the U.S. Department of Housing and Urban Development (HUD) for a total of \$2,121,798. The two-year renewal period is from October 1, 2001 to September 30, 2003 for Year Six and Year Seven of HEC funding. In July of the same year HUD notified the PIC that the HEC was selected for a two-year renewal, with the PIC as sponsor, under HUD's Supportive Housing Program.

Currently the HEC has completed six months of program operations for Year Six and the PIC staff is planning for funding of Year Seven subcontractors for the twelve-month period beginning October 1, 2002.

**RECOMMENDATION**

Since the Year Six HEC subcontractors have been working together as a collaborative from 1996 to the present to develop a comprehensive and integrated employment and training system for the homeless population of San Francisco, the PIC staff recommends that the Program Resources Committee evaluate the program performance of the ten current HEC subcontractors to determine funding for the same subcontractors for Year Seven at your August meeting. The criteria to be used for program evaluation will be determined by the Research and Evaluation Committee at its meeting on May 2, 2002. This recommendation means that the PIC does not contemplate issuing a Request For Proposals (RFP) for Year Seven of the HEC. The PIC staff feels confident that the current HEC subcontractors have the necessary experience it takes to provide quality employment training services to homeless individuals with multiple barriers to employment.

Staff will be present at your next meeting on Tuesday April 30, 2002 at 10:00 a.m. in the Community College District Office Auditorium, 33 Gough St. to answer any questions.

cc: HEC Subcontractors, PIC Staff





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**MEMORANDUM**

**TO:** PROGRAM RESOURCES COMMITTEE **DATE:** APRIL 22, 2002  
**FROM:** PAMELA S. CALLOWAY, PRESIDENT *PSA for PS*  
**SUBJECT:** PLANNING CONSIDERATIONS FOR REFUGEE PROGRAMS (Agenda Item 6)

**BACKGROUND**

Last year the Private Industry Council of San Francisco, Inc. (PIC) issued a Request For Proposals (RFP) for organizations interested in providing employment and training services for refugees, and/or acculturation and social adjustment services for older refugees. In response to that RFP, we received eleven proposals from seven organizations. The PIC is currently funding five agencies to provide employment services (ES), vocational training (VT), individual referral (IR) and on-the-job training (OJT), acculturation services, and a central intake point (CIP). Our current FY 2001 budget for these programs and supportive services such as childcare and transportation totals \$835,505, including FY 2000 carry forward funds. Of that amount, \$638,652 is Targeted Assistance (TA) formula funds, and \$196,853 is Refugee Employment Social Services (RESS) formula funds.

**FY 2002 Funding Considerations**

We have not yet received any FY 2002 formula funding notices from the State Refugee Programs Branch. However, on April 9, 2002, the Office of Refugee Resettlement (ORR) of the federal Department of Health and Human Services (DHHS) published its proposed notice of allocations to states of FY 2002 RESS funds. In a nutshell, California's proposed RESS allocation is \$4,600,315 less than last year.

Every three years ORR determines U.S. counties that will be designated as "impacted" by refugee arrivals, and therefore eligible to receive Targeted Assistance (TA) funds. The last determination was made in 1999. The formula used by ORR to determine impacted counties is based on five-year refugee arrivals as a percentage of a county's general population, and the top 50 counties in the country based on that formula are considered "impacted". These designations and commensurate funding allocations should be announced soon. There is a possibility that San Francisco will not be designated as an impacted county for the next three years, and subsequently, will not be eligible for TA funds due to a decrease in arrivals and ORR's use of the San Francisco Metropolitan Statistical Area (MSA) as a population base instead of just San Francisco County.

## **Recommendations**

PIC staff believe that the currently available activities and programs are sufficient and appropriate. What may not be sufficient are refugee funds to support them. We do, however, have a wide latitude to design and fund programs given the resources to do so.

We recommend that at your August meeting, the Program Resources Committee evaluate the program performance of the current refugee subcontractors to determine future funding through cost reimbursement contracts if we are allocated sufficient funds to support them. The criteria to be used for program evaluation will be determined by the Research and Evaluation Committee at its meeting on May 2, 2002. This recommendation means that the PIC does not contemplate issuing a Request For Proposals (RFP). The PIC staff feel confident that the current refugee subcontractors have the necessary experience and competency it takes to provide quality services to refugees.

In the event that funds are drastically reduced, PIC Staff recommend that funding priority be given to employment programs, as opposed to acculturation programs which do not have employment as a goal. We also must have resources for intake, assessment, and referral of the refugees, and supportive services for them. We may not have the resources to fund cost reimbursement contracts for employment programs with predetermined numbers of enrollees. In that case, the Committee may want to consider a program design where refugees are individually referred to services and programs as needed. ORR's priorities in provision of services are:

1. All newly arriving refugees during their first year in the U.S., who apply for services;
2. Refugees who are receiving cash assistance;
3. Unemployed refugees who are not receiving cash assistance; and
4. Employed refugees in need of services to retain employment or to attain economic independence.

Staff will be available at your April 30, 2002 meeting to answer any questions you may have. Please feel free to contact Karen Hart at 415-923-4260 should you have questions before the April 30 meeting.

cc: Refugee Subcontractors  
Dan Crawford, CDSS  
DHS, PIC Staff

2002 WIB Program Resources Committee  
Proposed Meeting Agendas

	January	February	March	Apr. 2	Apr. 30	June	July	August	September	October	November	December
Resource Allocation	No meeting	WIA Adult Planning Considerations	No meeting	WVW Planning Considerations	HEC Planning Considerations Refugee Planning Considerations	WIA Funding Recommendations WVW Funding Recommendations		HEC funding recommendations Refugee funding recommendations WIA Eligibility TAG		No meeting	Refugee carry forward funding recomms	No meeting
Policies/Plans		WIA Adult Credentials WIA low income priority & IR funding pool		WVW Evaluation Criteria WIA Evaluation Criteria WIA low income priority & IR funding pool		WIA low income priority & IR funding pool						
System Development				PIC/SF Redevelopment Agency Consortium Program and CB-1 Program Orientation First Source Hiring Mission Bay Construction Jobs Program Orientation	Adult Employment Services Resource Mapping Results			Overview of MOCD and DHS programs Overview of Community College and SFHA programs			Overview of PIC grants/funding streams	



**Workforce Investment San Francisco  
Program Resources Committee  
2002 Meeting Dates**

**Tuesday, February 5, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, April 2, 2002**

10:00 a.m. – 12:00 noon



**NEW! Tuesday, April 30, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, May 7, 2002 (cancelled)**

10:00 a.m. – 12:00 noon



**Tuesday, June 4, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, August 6, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, October 1, 2002 (cancelled)**

10:00 a.m. – 12:00 noon



**NEW! Tuesday, November 6, 2002**

10:00 a.m. – 12:00 noon



**Tuesday, December 3, 2002 (cancelled)**

10:00 a.m. – 12:00 noon

**Meetings will be held at  
Community College District Office  
33 Gough Street  
Auditorium**

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**Workforce Investment San Francisco  
Local Workforce Investment Board  
2002 Meeting Dates**

**Wednesday, January 16, 2002**

9:30 a.m. – 11:30 a.m.

UCSF, Laurel Heights Campus  
3333 California Street  
Garden Room



**Wednesday, March 20, 2002**

9:30 a.m. – 11:30 a.m.

Yerba Buena Center for the Arts  
701 Mission Street  
Forum



**Wednesday, May 15, 2002**

9:30 a.m. – 11:30 a.m.

SBC Pacific Bell  
370 Third Street  
Parnassus Hall



**Wednesday, June 19, 2002**

9:30 a.m. – 11:30 a.m.

Yerba Buena Center for the Arts  
701 Mission Street  
Forum



**Wednesday, September 18, 2002**

9:30 a.m. – 11:30 a.m.

Location: TBA



**Wednesday, November 20, 2002**

9:30 a.m. – 11:30 a.m.

Yerba Buena Center for the Arts  
701 Mission Street  
Forum

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Workforce Investment San Francisco  
Local Workforce Investment Board  
2002 Meeting Dates

Wednesday, January 16, 2002

9:00 AM - 10:00 AM  
Board Meeting  
1000 California Street  
San Francisco, CA 94109  
General Room

Thursday, January 17, 2002

9:00 AM - 10:00 AM  
Board Meeting  
1000 California Street  
San Francisco, CA 94109  
General Room

Friday, January 18, 2002

9:00 AM - 10:00 AM  
Board Meeting  
1000 California Street  
San Francisco, CA 94109  
General Room

Monday, January 21, 2002

9:00 AM - 10:00 AM  
Board Meeting  
1000 California Street  
San Francisco, CA 94109  
General Room

Tuesday, January 22, 2002

9:00 AM - 10:00 AM  
Board Meeting  
1000 California Street  
San Francisco, CA 94109  
General Room

Wednesday, January 23, 2002

9:00 AM - 10:00 AM  
Board Meeting  
1000 California Street  
San Francisco, CA 94109  
General Room

**Workforce Investment San Francisco  
Executive Committee  
2002 Meeting Dates**

**Tuesday, January 8, 2002**

9:30 a.m. – 11:30 a.m.



**Wednesday, February 13, 2002**

9:30 a.m. – 11:30 a.m.



**Wednesday, March 13, 2002**

9:30 a.m. – 11:30 a.m.



**Wednesday, April 10, 2002**

9:30 a.m. – 11:30 a.m.



**Wednesday, May 8, 2002**

9:30 a.m. – 11:30 a.m.



**Wednesday, June 12, 2002**

9:30 a.m. – 11:30 a.m.



**Wednesday, July 10, 2002**

9:30 a.m. – 11:30 a.m.

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Wednesday, September 11, 2002

9:30 a.m. – 11:30 a.m.



Wednesday, October 9, 2002

9:30 a.m. – 11:30 a.m.



Wednesday, November 13, 2002

9:30 a.m. – 11:30 a.m.



Wednesday, December 11, 2002

9:30 a.m. – 11:30 a.m.

Location for the above dates:

**Community College District Office  
33 Gough Street  
Auditorium**

**Workforce Investment San Francisco  
Employer Services Committee  
2002 Meeting Dates**

**Thursday, February 21, 2002**

9:00 a.m. – 10:30 a.m.  
Community College District Office  
33 Gough Street  
Auditorium



**Thursday, March 21, 2002 (cancelled)**

9:00 a.m. – 11:00 a.m.  
Macy's West Human Resources  
35 O'Farrell Street  
Training Room A



**Thursday, April 25, 2002**

9:00 a.m. – 11:00 a.m.  
Community College District Office  
33 Gough Street  
Auditorium



**Tuesday, May 21, 2002**

10:00 a.m. – 12:00 noon  
Community College District Office  
33 Gough Street  
Auditorium



**Thursday, June 20, 2002**

9:00 a.m. – 11:00 a.m.  
Community College District Office  
33 Gough Street  
Auditorium



**Thursday, July 25, 2002**

10:00 a.m. – 12:00 noon  
Community College District Office  
33 Gough Street  
Auditorium

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THE STATE OF NEW YORK  
IN SENATE  
January 1, 1902

REPORT OF THE  
COMMISSIONER OF THE LAND OFFICE  
IN RESPONSE TO A RESOLUTION  
PASSED BY THE SENATE  
MAY 1, 1899

ALBANY: JAMES BRADY, JR.,  
STATE PRINTER  
1902

**Workforce Investment San Francisco  
One Stop Committee  
2002 Meeting Dates**

**Wednesday, January 30, 2002**

1:00 p.m. – 3:00 p.m.



**Wednesday, February 27, 2002**

1:00 p.m. – 3:00 p.m.



**Wednesday, March 27, 2002**

1:00 p.m. – 3:00 p.m.



**Wednesday, April 24, 2002**

1:00 p.m. – 3:00 p.m.



**Wednesday, May 22, 2002**

1:00 p.m. – 3:00 p.m.



**Wednesday, June 26, 2002**

1:00 p.m. – 3:00 p.m.



**Wednesday, July 24, 2002**

1:00 p.m. – 3:00 p.m.

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Wednesday, August 28, 2002

1:00 p.m. – 3:00 p.m.



Wednesday, September 25, 2002

1:00 p.m. – 3:00 p.m.



Wednesday, October 23, 2002

1:00 p.m. – 3:00 p.m.



Wednesday, November 27, 2002

1:00 p.m. – 3:00 p.m.



Wednesday, December 25, 2002

1:00 p.m. – 3:00 p.m.

Location for the above dates:

**Community College District Office  
33 Gough Street  
Auditorium**

**Workforce Investment San Francisco  
Research and Evaluation Committee  
2002 Meeting Dates**

**Thursday, February 7, 2002**

10:00 a.m. – 12:00 noon  
Community College District Office  
33 Gough Street  
Auditorium



**Thursday, May 2, 2002**

10:00 a.m. – 12:00 noon  
Community College District Office  
33 Gough Street  
Auditorium

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**Thursday, August 1, 2002**

10:00 a.m. – 12:00 noon  
Community College District Office  
33 Gough Street  
Auditorium

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**Thursday, November 7, 2002**

10:00 a.m. – 12:00 noon  
Community College District Office  
33 Gough Street  
Auditorium



**Workforce Investment San Francisco  
Youth Council  
2002 Meeting Dates**

**Thursday, January 31, 2002**

3:00 p.m. – 6:00 p.m.



**Thursday, February 28, 2002 (cancelled)**

4:30 p.m. – 6:30 p.m.



**Thursday, March 28, 2002**

4:30 p.m. – 6:30 p.m.



**Thursday, April 25, 2002 (cancelled)**

4:30 p.m. – 6:30 p.m.



**Thursday, May 23, 2002**

4:30 p.m. – 6:30 p.m.



**Thursday, June 27, 2002**

4:30 p.m. – 6:30 p.m.

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Thursday, July 25, 2002

4:30 p.m. – 6:30 p.m.



Thursday, August 22, 2002

4:30 p.m. – 6:30 p.m.



Thursday, September 26, 2002

4:30 p.m. – 6:30 p.m.



Thursday, October 24, 2002

4:30 p.m. – 6:30 p.m.



Thursday, December 26, 2002 \*

4:30 p.m. – 6:30 p.m.

Location for the above dates:

**Community College District Office  
33 Gough Street  
Auditorium**

\*To be changed

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# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM RESOURCES COMMITTEE (PRC)

DOCUMENTS DEPT.

<b>Date:</b>	Tuesday, May 14, 2002
<b>Time:</b>	10:00 a.m. – Noon
<b>Location:</b>	SF Community College District Office Auditorium 33 Gough Street San Francisco CA 94103

MAY 13 2002

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PROPOSED AGENDA APPEARS ON THE REVERSE SIDE

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at [www.ci.sf.ca.us/infoctr/sunshine/index.htm](http://www.ci.sf.ca.us/infoctr/sunshine/index.htm)

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

Issued: Wednesday, May 08, 2002

## PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of <sup>0</sup>Minutes for April 30, 2002 Meeting (*Action Item*)\*\*
3. PY 2002-2003 Program Considerations for Welfare to Work (WtW) Programs (Discussion Item)\*
4. PY 2000-2001 Training Subcontractor Performance Evaluation for Workforce Investment Act (WIA) Adult Programs (Discussion Item)\*
5. Public Testimony on Non-Agenda Items (Discussion Item)
6. Adjournment (*Action Item*)

\* Information enclosed

\*\* Information to be sent

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

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MAY 28 2002

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**DRAFT MINUTES FOR THE  
14 MAY 2002 MEETING OF THE  
PROGRAM RESOURCES COMMITTEE OF THE  
WORKFORCE INVESTMENT SAN FRANCISCO BOARD**

A meeting of the Program Resources Committee of the Local Workforce Investment Board for the City and County of San Francisco was held at the Auditorium of the Community College District Office located at 33 Gough Street, San Francisco, California 94103.

**COMMITTEE MEMBERS PRESENT:**

Terri Feeley, Barry Hermanson, Brian Murphy, and Trent Rhorer.

**COMMITTEE MEMBERS ABSENT:**

Shelley Bradford Bell, Linda Grohe, Dwayne Jones, Craig Martin, Marion Standish, and Anna Yee.

**STAFF PRESENT (WISF AND PIC):**

Brenda Brown, Joyce Crum, Karen Hart, Raymond Holland, Kimberly Low, Tony Lugo, Rick Mena, Zenaida Paguirigan, Mike Peters, Joel Streicker, Judith Villamor, Briana Moore Wirrom, and Linda Wong.

**GUESTS (AS EVIDENCED ON THE SIGN-IN SHEET):**

Steven Kim, Ximena Montes, Elizabeth Touns, Abby Snay, Shirley Melnicoe, Jonathan Gomwalk, Leslie Levitas, Melissa Duphily, Maria Olivares, Sam Tuttleman, Alison Lewis, Cherie Putnam, Michael Blecker, Dan Brajkovich, Amy Parkhurst, Ramonita Santiago, Rhody G. McCoy, Gerry Souzis, Henry Lau, Mark Mak, Jennifer Keith, Allison Smith, Julie Lewis, Ruth Oneto, Dalila Ahumada, Don Hesse, and Wanjala Khisa.

Chairperson Trent Rhorer called the Program Resources Committee meeting to order at 10:17 AM. A quorum was not established.

In the absence of a quorum, Chair Rhorer proceeded to agenda item #3:

**PY 2002-2003 Program Considerations for Welfare-to-Work (WtW) Programs**

Joyce Crum presented background information and Staff's recommendations for Welfare-to-Work subcontractors for the Program Year beginning July 1, 2002. Staff did not recommend dollar amounts at this time because final dollar amounts were not available. Staff proposed that dollar amounts be discussed at the meeting planned for June 4, 2002.

(The three-page memorandum and four Attachments containing recommendations may be obtained from the PIC's website: [www.picsf.org](http://www.picsf.org). The full package containing detailed individual subcontractor quarterly statistics and recommendations and subcontractor self-evaluations is available at the PIC offices.)

Ms. Crum went over the criteria approved by the Research and Evaluation and the Executive Committees of the Workforce Investment San Francisco Board (WISF) for the WtW components.

- Notify contractors that March 31, 2002 is the cutoff date for performance data review.
- Evaluate contract compliance and performance data that will be the basis of determining which subcontractor should continue to receive WtW funding next program year.
- Use up to nine months of WtW performance data to develop contractor performance evaluation.

#### Job Training/Job Placement/Job Retention Component:

1. The actual number of enrollments compared to the planned number of enrollments.
2. The actual number of completions compared to planned number of completions (i.e. to meet or exceed the outlined curriculum and a certificate of completion). The actual number of placements compared to actual number of enrollments (60% minimum).
3. The actual placement rate (total number of placements divided by total number of planned placements in contract) compared to the planned placement rate. Subcontractors have a planned placement rate negotiated in their contract. The proposed minimum wage for participants placed in jobs compared to the actual average wage achieved.
4. Actual compared to planned expenditures, timely submission of invoices, attendance forms, and other financial factors (audits, required paper work, etc).

#### Career Advancement/Job Retention Component:

- 80% retained employment after 9 months.
- 80% increase in income including hourly wage and health benefits.
- 50% achieved skills enhancement objectives.

#### Supportive Service/Resilient Families Component:

1. 40% of sanctions lifted by either re-engagement into CalWORKs and obtaining a new Employment Plan or obtaining an exemption from Welfare-to-Work.
2. 30% completion of training or services as specified in the individual Employment Plan.
3. 15% placed in employment.
4. 10% retained employment for 270 days or more.

#### Legal Services Component:

65% resolution (legal barriers identified, addressed and resolved through advice and counsel) for those who obtain legal services

The following three suggestions were made:

1. Discontinue some one-year contracts. Relevance of program to changing client needs (projected demand for services). Contractor's capacity to serve target population through other programs/resources.
2. Cut and/or reduce second year funding level of some two-year contracts to realistic enrollment based on first year experience.
3. Reduce Individual Referral Contract (IR) funding pool and move programs to vendor list if less than 50% of planned enrollments were achieved during the contract's term nine months of first year. Some contracts started late and will have less than 9 months of enrollments, but past program year data was quoted.

Chair Rhorer suggested that, in the interest of time, staff mainly address programs in which funding is suggested to be discontinued or reduced, or the program is recommended to be placed on a vendors' list.

A question was asked as to the time period evaluated – directions to staff did not include looking at performance on other contracts. That is correct, however, to address that procedural question, Chair

Rhorer pointed out that the instructions and what was approved in the various committees and the Executive Committee does not preclude staff from considering other things.

A question was asked about the process of using agencies as vendors. Ms Crum explained that agencies are paid on a per person basis. It was suggested that this could make programs very difficult to operate, because they couldn't plan on having certain segments of funding. History of vendors – for some agencies it works very well.

Clarification was asked about the strategy of both reducing the number of cost reimbursement subcontractors and also reducing the total amount in the IR pool – are we also increasing the number of vendors in the pool? Ms. Crum said we are not actually increasing the number of vendors.

Staff was asked to distinguish, during the presentation, whether agencies have had sufficient time to have completions and placements.

The Chair asked Staff for the thought process behind suggesting vendor status vs. discontinuing contracts. The response was that the needs of the client population served as the main factor.

The Committee wanted to be assured agencies have the funds necessary to finish working with clients enrolled and close out their programs if they are to be discontinued. Ms. Crum said that PIC staff will negotiate follow up and close out costs with agencies that have current contracts that go past June 30<sup>th</sup>, if they are recommended for discontinuance.

One correction on the written materials disseminated: California Lawyers for the Arts – salmon-colored overview sheet (Attachment #1) has them listed as “continue” funding, whereas the individual white-colored *Quarterly Statistics and Recommendations* sheet states “reduced funding” – the latter is in error.

The agencies discussed in the Employer Based Training category included: San Francisco Works, Florence Crittenton Services, San Francisco League of Urban Gardeners, Mission Hiring Hall, and Arriba Juntos (AJ).

Chair Rhorer asked why AJ was being recommended for continued – reduced funding when they had 0% enrollments, completions, and placements. Ms. Crum explained that AJ's program is a collaboration with MUNI and their statistics from last year were great. Since some participants were extended during the last cycle, this year the contract is starting late and clients are currently being screened for enrollment consideration.

The next component discussed was the Responsible Fatherhood Program for Non-Custodial Parents (NCP). The subcontractors included in this component are The Family School/Young Community Developers and the San Francisco Sheriff's Department. The Sheriff's Department funding was suggested to be reduced, and a question was asked as to how much of a reduction was being contemplated for this program or any of the programs recommended for reduced funding. Ms. Crum replied that these considerations do not include specific dollar amounts because there is a chance that one source of funds that was slated to be eliminated may be restored and the total available may increase. Ms. Crum said that maybe no more than 25% reduction in funds as an estimate – for NCPs. A concern was expressed as to any of the programs being considered for reduced funding: How much will it impact the services to be provided? Will reducing the funds by 25% effectively destroy everything that the program is doing for the remaining 75, or will they still be able to function? Ms. Crum said she thought they could function with the reduced funding and the reduced numbers; the costs will go down as the service numbers go down. Chair Rhorer added that in today's meeting we

were seeing almost an independent evaluation of programs, and their effectiveness irrespective of dollars. A question was asked as to how we are planning to distribute the estimated \$726,000 in cuts between the reduction and discontinuance of subcontracts and reduction of the IR pool. Ms. Crum responded that dollars have not yet been looked at. What comes out of this meeting will influence how staff will proceed. Chair Rhorer added that it is not just dollars that are driving the service reduction – the caseloads have shifted a lot: fewer people, different needs, a lot are working and require different types of training.

The third component discussed was the Engagement of the Second (Non-Working) Parent. There was one subcontractor in this category: Asian Perinatal Advocates. Ms. Crum stated that we weren't very successful in this program, as the second parent is not required to participate. It was opined that there is still a need for this strategy, but because the agency only reached 54% of its enrollment goal, it is being recommended for vendor status.

The next concern was the Career Advancement/Job Retention component. The three subcontractors included in this component are: Jewish Vocational Service (JVS), Catholic Charities, and Juma Ventures. JVS and Juma serve an English-speaking population, which is decreasing because, in part, there is an in-house (DHS) career advancement component. Catholic Charities is being recommended for continued funding because they serve a non-English speaking population. Chair Rhorer asked for clarification as to how the evaluation criteria listed on the career advancement sheet (Attachment #2) ties with what was recommended for this category. Ms. Crum explained the recommendations:

1. *80% retained employment after 9 months* relates to the *% of Career Advancement Achieved Based on Plan* criterion;
2. *80% increase in income including hourly wage and health benefits* relates to *% of Skill Enhancement Achieved Based on Plan*, and
3. *50% achieved skills enhancement objectives* relates to *% of Skill Enhancement Achieved Based on Plan*.

Ms. Crum also said that "NA" means Not Available. When staff comes back to the committee with dollar figures we'll have more statistics.

A question was asked as to whether we could predict from the current statistics whether or not agencies would meet the recommended 80% retention levels after 9 months. Ms. Crum said we could not because agencies still were enrolling clients.

Next discussed was the Supportive Services/Resilient Families component. The VESL Immersion Program, containing two subcontractors: Arriba Juntos (serving the Spanish-speaking population) and Catholic Charities (serving the Asian/SE Asian-speaking population). There is a waiting list for the next class.

The second part of this component is Intensive Support for Resilient Families. The three subcontractors in this category are being recommended for discontinuance: Ella Hill Hutch Community Center, Asian Perinatal Advocates, and Family Service Agency of San Francisco.

Briana Moore Wirrom from the Department of Human Services (DHS) presented an overview of DHS's Social Work Unit. The Social Work Unit (SWU) began in August 2000; two initiatives preceded the establishment of the Unit. The Unit, within the CalWORKs division, has seven credentialed workers who work with resilient families. The DHS staff take a proactive approach and as soon as an issue comes up, a referral is made to the SWU. Issues include, but are not limited to, mental health, substance abuse, domestic violence, housing, schools, childcare, attendance problems, furniture or

clothing. This approach has been very successful. Last year, 2000 –2001, sanctions took about 7 months to cure. This year, more sanctions were avoided and they averaged 4 months. Chair Rhorer stated that what DHS has found is that its internal SWU has been demonstrated to be more effective than any past attempts in engaging these families.

A concern was expressed that possibly a reason why the three subcontractors haven't been doing a very good job based on their numbers is because DHS is doing some of the work in-house and aren't referring people to them, so in some ways, they may have been set up to fail. It was also opined that many times this population are the hardest to serve, often because of attitudinal/behavioral issues in addition to the many other barriers that they have. Part of the attitudinal/behavioral issues has been around having to engage with the social service agency. So you have now individuals who have been officially punished by DHS, then the people who are trying to go back and remediate their behavior are from DHS. It seems that by the very nature of this program it should be happening externally, because it seems that there is some sort of clash between the department and the client. A community-based organization (CBO) which has some credibility within that individual's community may be better able to engage them. Chair Rhorer responded that a lot of the preceding statements were based more on anecdote than on actual data. Clients being sanctioned because they clashed with the department isn't necessarily true; a lot have been sanctioned simply because they have never even come in DHS's door. DHS has been trying since 1999 different strategies of engaging the hardest to serve – those who were sanctioned. It started with home visits of former clients, current clients, faith-based approach that was very heavily community-based, involving public housing, churches. Our best success so far has been the ability of trained, masters-level social work folks going out and engaging the clients. Despite anecdotes that may say that it might be more effective to use CBOs, what our data have shown is that it is not.

The last component discussed was Legal Services. The one subcontractor in the category, Bay Area Legal Aid (BALA), had an 85% resolution achievement rate. Some of the goals were to re-engage NCPs with their children, pay child support, getting their driver's license back, etc. BALA is being recommended for continued funding.

Public comment was heard next. In order of appearance were:

- Jonathan Gomwalk from San Francisco Urban Gardeners (SLUG). SLUG is being recommended for discontinuance of funding. Mr. Gomwalk stated that SLUG's documentation shows that SLUG has 100% on all required outcomes. However, there has been a delay in getting the paperwork to PIC. SLUG has been re-organizing. SLUG will give all the documentation to PIC early next week to show that they have met all requirements and contractual obligations. Mr. Gomwalk opined that there is a very, very high need for the literacy aspect of SLUG's program. A lot of the clients are deficient in reading, writing, and basic math.

It was then brought up by a committee member that there are three considerations contained in staff's recommendations:

- Paperwork issues that may be resolved and amended numbers may subsequently show a very different picture;
- Issues may continue with agencies' performance;
- There may be another program or venue performing the same function (as in DHS's Social Work Unit engaging clients).

It was asked if the issue with SLUG's program was non-performance as indicated by the numbers before the committee. Ms. Crum said it was; and the same issues were present last year also. Ms. Crum also said that as far as she knew, there were no pending documents at PIC for performance

through March for SLUG. She also said that there was a need for remedial education in the WtW program, but is the venue for SLUG to do that?

It was then requested by a committee member that for the next meeting, staff:

- Present amended numbers with an asterisk;
- Provide a candid assessment of whether or not agencies are in process of resolving administrative difficulties;

The next speaker was Amy Parkhurst from Juma Ventures. Their goal was to enroll 35; actual enrollment was 24. Of the 24, Juma has an 89% retention rate for folks who have been with them for 90 days; 88% retention rate for those who have been with them for 180 days; and 100% for those at 270 days. Challenge primarily has been around enrollment. Consideration should be given to what is going on at DHS with program services now being offered to folks internally; Juma has seen a significant decline in people coming through their doors. She also had a concern that the number of DHS job retention specialists has declined. Chair Rhorer then asked DHS staff what the current vacancy levels were for retention and career advancement specialists. Staff replied that there was one career advancement vacancy out of eight total positions and three or four retention vacancies for a total of fourteen positions.

Next to speak was Elizabeth Touns from Jewish Vocational Service (JVS). She spoke about JVS's @Work Retention Center as it pertains to career advancement and job retention. She stated that roughly 50% of the caseload at the @Work Center are refugees from the Former Soviet Union. She also stated that she is expecting drastic cuts in refugee funding for the coming year. JVS leveraged refugee funding, in part, with DOL Competitive dollars at the retention center to increase the number of refugees. She commented that any additional funding cuts at this time will further hurt its ability to serve the refugee population. A Committee member opined that leveraged resources should be taken into consideration when making funding recommendations.

Ximena Montes from Arriba Juntos spoke next about AJ's program with Muni. Supposed to have 29 per cycle; interviewed 160; 40 to be brought on board for the next cycle which will begin in May. Most of the clients are not placed in Muni jobs, but are placed in the transit industry.

Rev. Carieta Cain Grizzell, Ujima Project Director at Ella Hill Hutch Community Center (EHHCC) spoke about EHHCC's Intensive Support for Resilient Families program that recommended to be discontinued. She said that it has been very difficult to engage those persons who have been sanctioned or who are about to be sanctioned. EHHCC has three persons who have master degrees and three with bachelors; all have been in social work. But the people they serve are a very difficult population; most of the people they serve really don't want to have anything to do with DHS. A lot have been involved with gang violence, and are really messed up. EHHCC has brought in a mental health person to assist because they have so many issues. It almost does seem that the organizations involved in this category were set up to fail. Although EHHCC hasn't been able to meet its goals, it has been able to engage 75% of the people it served. Would like the committee to reconsider the recommendation. A discussion ensued as to what the objection is or should be of this component: Is it to get sanctions lifted or to achieve a different level of engagement of sanctioned families? The Chair suggested that perhaps the Committee or PIC Staff may want to re-think what the objectives should be. The Chair also asked Rev. Grizzell about the program's leveraged funds. She said they had applied for some.

#### **Agenda Item #4 PY 2000-2001 Training Subcontractor Performance Evaluation for Workforce Investment Act (WIA) Adult Programs**

Brenda Brown explained to the Committee that we will have approximately 2.5 million dollars in WIA adult funds for the coming year which starts July 1. Unfortunately, Staff can not make recommendations at this time because the One Stop Committee of the Board has not yet recommended how much of the money should be allocated for training and supportive services. Ms. Brown then presented an overview of WIA adult program performance for the 21-month period (and separate 12 and 9 month data) approved by the Research & Evaluation and Executive Committees. In addition, data on subcontractors' budgets vs. expenditures and summary data on participant demographics were presented. There is an error on the characteristics sheet – the total number of participants should be 541, not 304. Ms. Brown pointed out that in past years, before TANF we served quite a bit of AFDC recipients, but as these demographics show, we are now only serving 4%. Most of the clients are most likely going to WtW programs. Ms. Brown mentioned that Staff were asked to look at six criteria: enrollments (actual vs. planned), placements (actual vs. planned), placement rate, participant characteristics/barriers, average wage, and expenditures, taking into consideration the whole picture, not just recommending funding on a point or numerical basis. (The two-page memorandum may be obtained from the PIC's website: [www.picsf.org](http://www.picsf.org). The full package containing attachments and individual Staff narratives of subcontractors (including target population and barriers to employment) and subcontractors' self-evaluations is available at the PIC offices.)

It was mentioned by a Committee member that the performance data showed an interesting sectoral difference, in that there appeared to be one sector – food services – where the average wage was lower.

Public comment ensued:

Michael Blecker from Swords to Plowshares (STP) pointed out that programs started late last year, and one could see that there was a noticeable improvement from last year to this year. He also opined that the numbers of homeless people might be distorted, as they self-report homelessness, and they may be reluctant to do so. He believes STP's homeless number is closer to 13 than the 2 reported (out of 16). He also wondered how the Individual Referral (IR) program will function, and said that a fixed unit price contract model would work well.

Dan Brajkovich from Mission Language and Vocational School (MLVS) spoke next. He said MLVS's numbers speak for themselves in some ways, but there is a one-quarter-lag time for exits. MLVS has retentions and placements pending; at 100% enrollment and placement goals now, but the participants have not been exited, and some clients are still in training. He asked for the Committee to take that into consideration. Ms. Brown agreed. A Committee member said that the downturn of the economy had persons coming down the employment ladder as we were trying to push people up the employment ladder.

The Chair asked about the future process. Ms. Brown said that PIC Staff would make recommendations to the One Stop Committee at their May 22<sup>nd</sup> meeting; PIC Staff will have to make funding recommendations for the PRC on June 4<sup>th</sup>, before the One Committee recommendations go to the Executive Committee on June 12<sup>th</sup>. Staff expressed that they do not want to recommend totally de-funding anyone; programs may go on the IR vendor list instead. Staff will make recommendations as soon as possible after the One Stop Committee meeting on May 22<sup>nd</sup>.

The meeting was adjourned at 11:58 a.m.



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM RESOURCES COMMITTEE (PRC)

DOCUMENTS DEPT.

MAY 28 2002

SAN FRANCISCO  
PUBLIC LIBRARY

**Date:** Tuesday, June 4, 2002  
**Time:** 10:00 a.m. – Noon  
**Location:** SF Community College District Office  
Auditorium  
33 Gough Street  
San Francisco CA 94103

PROPOSED AGENDA APPEARS ON THE REVERSE SIDE

### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: donna\_hall@ci.sf.ca.us

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at [www.ci.sf.ca.us/infoctr/sunshine/index.htm](http://www.ci.sf.ca.us/infoctr/sunshine/index.htm)

### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.

Issued: Friday, May 24, 2002

## **PROPOSED AGENDA**

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of Minutes for May 14, 2002 Meeting (*Action Item*)\*
3. Recommended CalWORKs, Formula Welfare-to-Work (WtW), and Personal Assisted Employment Services (PAES) Subcontracts, Program Year 2002-2003 (*Action Item*)\*\*
4. Recommended Training Subcontracts, Workforce Investment Act (WIA) Adult Formula Program, Year 2002 - 2003 (*Action Item*)\*\*
5. Public Testimony on Non-Agenda Items (Discussion Item)
6. Adjournment (*Action Item*)

\* Information enclosed

\*\* Information to be sent

# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD

PROGRAM RESOURCES COMMITTEE (PRC)

**Date:** Tuesday, June 4, 2002  
**Time:** 10:00 a.m. – Noon  
**Location:** SF Community College District Office  
Auditorium  
33 Gough Street  
San Francisco CA 94103

DOCUMENTS DEPT.

MAY 30 2002

SAN FRANCISCO  
PUBLIC LIBRARY

REVISED PROPOSED AGENDA APPEARS ON THE REVERSE SIDE

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### OTHER ACCOMMODATIONS

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Issued: Tuesday, May 28, 2002

## REVISED PROPOSED AGENDA

*Public testimony will be taken throughout the meeting*

1. Adoption of the Agenda (*Action Item*)
2. Adoption of Minutes for May 14, 2002 Meeting (*Action Item*)\*
3. Refugee Targeted Assistance (TA) Funding Update (Information Item)\*\*
4. Recommended CalWORKs, Formula Welfare-to-Work (WtW), and Personal Assisted Employment Services (PAES) Subcontracts, Program Year 2002-2003 (*Action Item*)\*\*
5. Recommended Training Subcontracts, Workforce Investment Act (WIA) Adult Formula Program, Year 2002 - 2003 (*Action Item*)\*\*
6. Public Testimony on Non-Agenda Items (Discussion Item)
7. Adjournment (*Action Item*)

\* Information previously sent

\*\* Information enclosed



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

creating  
employment  
opportunities

MEMORANDUM

**TO:** PROGRAM RESOURCES COMMITTEE **DATE:** MAY 28, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** REFUGEE TARGETED ASSISTANCE (TA) FUNDING UPDATE (Agenda Item 3)

**Background**

At your April 30<sup>th</sup> meeting, planning considerations for refugee programs were discussed. At that time, Targeted Assistance (TA) funding had not yet been announced by the Office of Refugee Resettlement (ORR). We did not know if San Francisco would be designated as an impacted county for the next three years and therefore eligible for TA funds.

The PIC is currently funding five agencies to provide employment services (ES), vocational training (VT), individual referral (IR) and on-the-job training (OJT), acculturation services, and a central intake point (CIP). Our current FY 2001 budget for these programs and supportive services such as childcare and transportation totals \$835,505, including FY 2000 carry forward funds. Of that amount, \$638,652 is Targeted Assistance (TA) formula funds, and \$196,853 is Refugee Employment Social Services (RESS) formula funds. This is only the services amount; it does not include PIC administration.

**FY 2002 Proposed Funding**

On April 22, 2002, we received notice of San Francisco's proposed FY 2002 Refugee Employment Social Services (RESS) formula allocation from the State Refugee Programs Branch. The proposed amount is \$120,312, with \$102,265 for services and \$18,047 for administration.

Today, ORR published its proposed formula allocation funding for FY 2002 targeted assistance grants. San Francisco is designated as an impacted county and its proposed TA allocation is \$496,151. ORR has not delineated services and administration, but State administration is up to 5% (\$24,808) and the county's is 15% (\$70,701), leaving approximately \$400,642 for services.

These are only proposed allocations. Final allocations will probably not be announced until August 2002. Last year, the final TA allocation was a few dollars less and the RESS allocation was a few thousand dollars more than the proposed amounts.

cc: Refugee Subcontractors  
Dan Crawford, CDSS  
DHS, PIC Staff

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TDD 800.735.2929 (CRS)  
☐





PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

*creating  
employment  
opportunities*

**MEMORANDUM**

**TO:** PROGRAM RESOURCES COMMITTEE **DATE:** MAY 28, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** RECOMMENDED CALWORKS, FORMULA WELFARE-TO-WORK AND  
PERSONAL ASSISTED EMPLOYMENT SERVICES SUBCONTRACTS  
PROGRAM YEAR 2002-2003

The Program Resources Committee is asked to approve recommendations for the second year funding of Welfare-to-Work subcontractors for Program Year 2002-2003.

**BACKGROUND**

On March 23, 2001, the Private Industry Council, Inc. issued a Request for Proposals (RFP) and Request for Qualifications (RFQ) for Employment and Training Services for CalWORKs, Personal Assisted Employment Service (PAES) and Non-Custodial Parents. This solicitation covered a three-year period, from July 1, 2001 through June 30, 2004. The Executive Committee was asked to approve an expenditure plan in the amount of \$5,940,000 for the three-year funding cycle.

**The following steps were undertaken to prepare for this recommendation:**

- January 29: The Welfare to Work Advisory Committee was given an in-depth presentation by DHS and PIC staff on the changing demographics and needs of CalWORKs and PAES participants.
- February 7: The Research and Evaluation Committee approved a set of Evaluation Criteria for up to nine months of program data.
- April 10: The Executive Committee voted to adopt the Planning Considerations and Performance Evaluation for Program Year 2001-2002.
- May 14: The Program Resources Committee heard public testimony on Staff's Program Considerations.

At the state and local levels, resources to provide welfare to work services are declining. There is a large deficit in the state's overall CalWORKs budget. The CalWORKs allocation for San Francisco has been reduced by \$2.5 million and the Governor is proposing an additional 14% reduction. Additionally, the State's Welfare-to-Work Match funds in the Governor's budget, in the amount of \$347,000, have been eliminated. Locally, the Mayor's Office has directed all City departments to reduce budgets by 10% to make up for the projected deficit in county General Funds.

The following recommended expenditure plan is based on a careful review of the dollars that are available as of July 1, 2002.

Your timely review and approval of an expenditure plan is critical. WIB members will be asked to approve your recommendations on Wednesday, June 12, 2002. Programs are scheduled to begin on July 1, 2002.

## **RECOMMENDED EXPENDITURE PLAN**

This expenditure plan in the amount of \$2,625,371 for FY' 02-03 includes the following sources of funds:

	CW Block Grant	CW Incentive	WtW Formula (100%)	WtW Match	PAES (GF only)	PAES (GF/FSET)	Non-PAES (FS only)	Totals
<b>FY 02-03 Funds Available</b>	883,200	-0-	842,171	-0-	240,562	635,377	24,061	2,625,371
<b>IR OJT Set Aside</b>	416,168		237,006		194,450	291,672	-0-	1,139,296
<b>Sub Contracts</b>	460,969		534,344		36,175	343,705	24,061	1,399,254
<b>Continuation Set Aside</b>	6,063		70,821		9,937	-0-	-0-	86,821
<b>Total Committed</b>	883,200		842,171		240,562	635,377	24,061	2,625,371
<b>Funds Uncommitted</b>	0		0		0	0	0	0

It is recommended that **forty-three per cent (43%)** of available funds, or **\$1,139,296** annually, be allocated to Individual Referrals to programs on the PIC's Vendor List. (This Vendor List includes programs selected through the March 13, 2001 solicitation as well as the PIC's broader "Eligible Training Provider List"). With these funds, an estimated **190** persons at an average cost of \$6,000 will be provided training each year through Individual Referrals. **Fifty-three (53) percent of funds, or \$1,399,254** annually, is recommended for cost reimbursement contracts. A total of **317** individuals will be served with these funds by the recommended programs; cost per person varies from contract to contract. **Four per cent (4%)** of available funds, or **\$86,821** also covers the cost to phase out contracts that were not recommended for second year funding, but still have active participants. These recommendations represent an increase in the use of the Individual Referral approach over the past year, and a slight decrease in the use of the funds and contractors for cost reimbursement contracts.

Attachment A gives an overview of the recommended contractors, dollar amounts, number to be enrolled and the placement numbers.

### **BASIS OF RECOMMENDATIONS:**

Staff formed its recommendations based on the information reported on the Quarterly Statistics form for each subcontractor, the service needs defined by DHS, and participant demographics. Programs that were effectively meeting their performance objectives were approved to continue with either full or reduced funding. Programs that met less than 50% of their objectives are not recommended for funding in next year's budget. Additionally, caseload and programmatic

needs have changed. For example, DHS has increased capacity to serve resilient families (sanctioned members of CalWORKs households) through a new unit of eight social workers in the CalWORKs Unit. Families who are at risk of sanction or who have been sanctioned are directly referred to the Social Work Unit and there is no longer a need to subcontract these services. Furthermore, to serve WtW participants still remaining on DHS caseloads, resources need to be directed to develop and fund programs that:

1. Provide specialized services to participants with learning disabilities.
2. Target participants who are approaching or will have reached their lifetime 60-month CalWORKs clock.
3. Have demonstrated a proven effectiveness in serving participants who are transitioning from behavioral health treatment into a supported work environment.
4. Provide service to limited English proficient participants who are working but not earning enough to exit aid.

Decisions were also based on the following three strategies:

1. Discontinue some one-year contracts. Due to changing client needs (projected demand for services) and contractor's capacity to serve target population through other programs/resources.
2. Cut and/or reduce second year funding level of some two-year contracts to realistic enrollment goals based on first year experience.
3. Reduce Individual Referral Contract (IR) funding pool and move programs to vendor list if less than 50% of planned enrollments were achieved during the contract's term (nine months of first year). Some contracts started late and will have less than nine months of enrollments, but past program year data was reviewed.

The attached color-coded sheets (see below for color scheme), listed by service component, will provide you with the following:

- a descriptive overview of each service component, including a statistical summary
- quarterly statistics and dollar recommendation
- a self evaluation of each subcontractor

Program component overviews are colored as follows:

- Salmon: Job training/job retention/job placement
- Purple: Career Advancement
- Yellow: Support Services/Resilient Families
- Pink: Legal Services

Staff was asked to present a candid assessment of whether or not agencies in need of resolving administrative difficulties, had in fact resolved them, and to present amended numbers with an asterisk indicating an additional month of statistics. The additional information is provided on the Statistical grid. The only subcontractor reassessed was San Francisco League of Urban Gardeners and staff has determined that the additional information provided does not warrant continued funding.

In the opinion of the staff, the cost reimbursement subcontracts are responsive to the needs of the identified target groups, show evidence of labor demand and employer connection, and present a solid program design or training strategy.

## **YOUR NEXT MEETING**

**The Program Resources Committee meeting on Tuesday, June 4<sup>th</sup> is a public meeting and will be held from 10:00am-12:00 p.m. at the District Office of the Community College, 33 Gough Street, Auditorium. Representatives of Contractors and the Staff will be in attendance at the meeting to answer questions. An agenda has been proposed that is intended to make those reviews as open, fair, efficient and effective as possible.**

Before the meeting begins, Committee members will be asked to sign a declaration regarding any conflict of interest they may have with any of the proponent agencies (copy attached). If individuals have questions about a conflict, or the appearance of a conflict, please contact Raymond Holland at 415-923-4003. Those with a conflict are required to avoid participating in the discussion of the agenda item, to refrain from making or seconding motions, and to abstain from voting on any matter where a conflict exists. Individuals with conflicts of interest with regard to particular agenda items are counted as part of the quorum necessary to constitute a meeting.

Attachments and Enclosures

cc: All Subcontractors  
Members, WIB Executive Committee  
PIC and DHS Staff

## JOB TRAINING/JOB PLACEMENT/JOB RETENTION

### ATTACHMENT #1

#### EMPLOYER BASED TRAINING

Programs in this category are intended to target working and/or unemployed participants. Each must include one or more of the following components that demonstrate a strong linkage to one or more employers: Employer approved curriculum; training delivered at the work-site; training delivered in collaboration with the current or prospective employer; paid or unpaid work experience; work study; employer supported mentoring; monetary or in-kind contribution by employer(s) to program operations; on-the-job training; wage subsidy; or other evidence of strong employer involvement.

#### SUBCONTRACTORS:

1. ARRIBA JUNTOS (Muni)
2. CALIFORNIA LAWYERS FOR THE ARTS
3. FLORENCE CRITTENTON SERVICES
4. HAIGHT ASHBURY FOOD PROGRAM
5. JEWISH VOCATIONAL SERVICE (LEAP)
6. MISSION HIRING HALL
7. NORTHERN CALIFORNIA SERVICE LEAGUE
8. SAN FRANCISCO LEAGUE OF URBAN GARDENERS
9. SAN FRANCISCO WORKS

#### Job Training/Job Placement/Job Retention

Subcontractors		Percentage of Enrollment Goal based on Plan	Percentage Completed based on Plan	Percentage of Placement Goal based on Plan	Recommendation
#64	Haight Ashbury Food Program	117%	100%	100%	\$113,446
#61	San Francisco Works	100%	n/a	n/a	Vendor
#20	Jewish Vocational Service	80%	71%	83%	\$101,666
#30	Florence Crittenton Services	80%	0%	0%	Vendor
#59	California Lawyers for the Arts	78%	52%	73%	\$77,860
#87	S.F. League of Urban Gardeners	68%	0%	0%	Discontinue
#55	Northern CA Service League	50%	150%	50%	\$12,000
#46	Mission Hiring Hall	33%	38%	0%	Vendor
#65	Arriba Juntos	0%	0%	0%	\$92,544

A subgroup of Job Training/Job Placement/Job Retention is:

### **RESPONSIBLE FATHERHOOD PROGRAM FOR NON-CUSTODIAL PARENTS (NCP)**

This program targets non-custodial parents, primarily fathers. These individuals will be identified both through the PAES program and through general community outreach. Programs in this category are intended to promote and develop characteristics of responsible fatherhood by increasing the employment and earnings of the NCP, improving their ability to meet child support obligations, and reconnecting them with their children. Programs in this category should include some or all of the following components: intensive outreach, assistance with employment and education, peer support groups, parenting workshops and assistance negotiating the child support system. Programs must show evidence of consultation with one or more domestic violence programs.

#### **SUBCONTRACTORS:**

1. SAN FRANCISCO SHERIFF'S DEPARTMENT
2. THE FAMILY SCHOOL/YOUNG COMMUNITY DEVELOPERS

#### **Job Training/Job Placement/Job Retention**

	<b>Subcontractors</b>	<b>Percentage of Enrollment Goal based on Plan</b>	<b>Percentage Completed based on Plan</b>	<b>Percentage of Placement Goal based on Plan</b>	<b>Recommendation</b>
#84	The Family School/YCD	110%	143%	140%	\$198,000
#91	S.F. Sheriff's Department	49%	8%	0%	\$72,800

Also included under the category of Job Training/Job Placement/Job Retention is:

### **ENGAGEMENT OF THE SECOND (NON-WORKING) PARENT**

There were approximately 350 participants who secured an exemption from participating in CalWORKs because the second parent in the household was meeting the family's entire work requirement. In other words, the exempt parent has chosen not to work outside the home. If both parents were employed in these households their capacity to earn money to move off aid and become self-sufficient would be greatly enhanced. The primary languages of these households are Cantonese, Vietnamese, and Russian. Programs are intended to assist the second, unemployed parent to enter the workforce providing some or all the following components: culturally sensitive recruitment and engagement strategies; holistic support to families to resolve issues that may stand in the way of employment; vocational ESL (provided directly or through linkage with existing programs); skill and vocational assessment.

#### **SUBCONTRACTOR:**

ASIAN PERINATAL ADVOCATES

	<b>Subcontractor</b>	<b>% of Engagement Goal based on Plan</b>	<b>% of Enrollment Goal based on Plan</b>	<b>% Complete based on Plan</b>	<b>% of Placement Goal based on Plan</b>	<b>Recommendation</b>
#97	Asian Perinatal Advocates	54%	0%	0%		Vendor

**CAREER ADVANCEMENT/JOB RETENTION COMPONENT**  
**ATTACHMENT #2**

Programs in this category are intended to provide job retention and career advancement services for employed participants whose primary language is Cantonese or Vietnamese (including individuals currently receiving cash aid as well as those who are recently off aid) and employed CalWORKs and PAES participants whose primary language is English. Programs in this category should include some or all of the following components: an intensive recruitment strategy to engage participants; skill and interest assessment; career counseling to establish career goals and a plan for achieving those goals; job retention assistance; personal support and mentoring; family support; life skills; job search skills; job placement; links to training; vocational English as a second language.

**SUBCONTRACTORS:**

1. JEWISH VOCATIONAL SERVICE
2. JUMA VENTURES
3. CATHOLIC CHARITIES

**Career Advancement**

<b>Subcontractor</b>		<b>% of Enrollment Goal based on Plan</b>	<b>% of 90 day Retention based on Plan</b>	<b>% of 180 day Retention based on Plan</b>	<b>% of Career Advancement Achieved based on Plan</b>	<b>% of Skill Enhancement Achieved based on Plan</b>	<b>Recommendation</b>
N/A	JVS (Competitive)	81%	60%	50%	N/A	N/A	\$101,666
#107	Catholic Charities of SF	81%	42%	33%	129%	N/A	\$129,850
N/A	Juma Ventures (Competitive)	56%	33%	64%	N/A	N/A	Vendor

**SUPPORTIVE SERVICE/RESILIENT FAMILIES COMPONENT**  
**ATTACHMENT #3**

Programs in this category are intended to provide case Management and placement for participants of the Vocational ESL Immersion Program, Engagement of the Second (non-working) Parent, and Intensive Support for Resilient Families.

**I. VESL Immersion Program**

DHS currently conducts a "Vocational English as a Second Language Immersion Program" (VIP) in collaboration with City College. This program provides services to both PAES and CalWORKs participants. Various sessions are offered full time (M-F) and part-time (evenings and Saturdays). Two subcontractors host the VIP program at their site, provide case management to enrolled students, and provide placement services and job retention support to program graduates.

**SUBCONTRACTORS:**

1. ARRIBA JUNTOS
2. CATHOLIC CHARITIES

**Resilient Families/Supportive Service**

	<b>Subcontractor</b>	<b>% of Engagement Goal based on Plan</b>	<b>% of Enrollment Goal based on Plan</b>	<b>% Complete based on Plan</b>	<b>% of Placement Goal based on Plan</b>	<b>Recommendation</b>
#68	Arriba Juntos	68%	28%	n/a		\$119,774
#114	Catholic Charities of S.F.	100%	117%	33%		\$69,163

**II. Intensive Support for Resilient Families**

CalWORKs families that must work to overcome many significant barriers that limit their success choose not to participate in CalWORKs and, as a result, are at risk of sanction, or are currently being sanctioned. Programs in this category have some or all of the following components: intensive outreach to engage families; support to address severe learning disabilities, mental health and substance abuse issues (this can be partly achieved through linkage to existing services); family and personal support; intensive case management; assessment of skills and interest; skills training (provided directly or through linkage to existing services); job coaching, and other job retention support.

**SUBCONTRACTOR:**

1. FAMILY SERVICE AGENCY
2. ELLA HILL HUTCH COMMUNITY CENTER: UJIMA CONSORTIUM
3. ASIAN PERINATAL ADVOCATES

	<b>Subcontractor</b>	<b>% of Engagement Goal based on Plan</b>	<b>% of Enrollment Goal based on Plan</b>	<b>% Complete based on Plan</b>	<b>% of Placement Goal based on Plan</b>	<b>Recommendation</b>
#105	Ella Hill Hutch CC	75%	0%	0%	0%	Discontinue
#96	Asian Perinatal Advocates	24%	0%	0%	0%	Discontinue
#79	Family Service Agency of S.F.	16%	0%	0%	0%	Discontinue

**LEGAL SERVICES**  
**ATTACHMENT #4**

Programs in this category are intended to provide legal assistance to CalWORKs and PAES participants to address certain legal barriers they face to securing or retaining employment. Such legal barriers may include, but are not limited to: suspended drivers license, felony conviction (record expungement), child support, domestic violence, housing, public benefits, access to health care, immigration, and other legal problems that may interfere with job retention.

SUBCONTRACTOR:  
BAY AREA LEGAL AID

**Legal Assistance**

<b>Subcontractor</b>		<b>Percentage of Resolution Goal</b>	<b>Recommendation</b>
#69	Bay Area Legal Aid	85%	\$165,170



**Job Training/Job Placement/Job Retention**

<b>Subcontractors</b>		<b>Recommendation</b>	<b>Enrollments</b>	<b>Placements</b>
#64	Haight Ashbury Food Program	\$113,446	10	7
#61	San Francisco Works	Vendor		
#20	Jewish Vocational Service	\$101,666	30	19
#30	Florence Crittenton Services	Vendor		
#59	California Lawyers for the Arts	\$77,860	16	10
#87	S.F. League of Urban Gardeners	Discontinue		
#55	Northern CA Service League	\$12,000	6	6
#46	Mission Hiring Hall	Vendor		
#65	Arriba Juntos	\$92,544	58	46
#84	The Family School/YCD	\$198,000	30	15
#91	S.F. Sheriff's Department	\$72,800	32	16
#57	Asian Perinatal Advocates	Vendor		
		<b>TOTAL</b>	<b>182</b>	<b>119</b>

**Career Advancement**

<b>Subcontractor</b>		<b>Recommendation</b>	<b>Enrollments</b>	<b>Expected Advancements Based on Enrollments</b>
N/A	JVS (Competitive)	\$101,666	30	20
#107	Catholic Charities of SF	\$129,850	50	30
N/A	Juma Ventures (Competitive)	Vendor		
		<b>TOTAL</b>	<b>80</b>	<b>50</b>

**Resilient Families/Supportive Service**

<b>Subcontractors</b>		<b>Recommendation</b>	<b>Enrollments</b>	<b>Placements</b>
#68	Arriba Juntos	\$119,744	30	21
#114	Catholic Charities of S.F.	\$69,163	25	15
#105	Ella Hill Hutch CC	Discontinue		
#96	Asian Perinatal Advocates	Discontinue		
#79	Family Service Agency of S.F.	Discontinue		
		<b>TOTAL</b>	<b>55</b>	<b>36</b>

**Legal Assistance**

<b>Subcontractors</b>		<b>Recommendation</b>	<b>Enrollments</b>	<b>Resolutions</b>
#69	Bay Area Legal Aid	\$165,170	80	48



**JOB TRAINING/JOB PLACEMENT/JOB RETENTION**

**ATTACHMENT #1**

**EMPLOYER BASED TRAINING**

Programs in this category are intended to target working and/or unemployed participants. Each must include one or more of the following components that demonstrate a strong linkage to one or more employers: Employer approved curriculum; training delivered at the work-site; training delivered in collaboration with the current or prospective employer; paid or unpaid work experience; work study; employer supported mentoring; monetary or in-kind contribution by employer(s) to program operations; on-the-job training; wage subsidy; or other evidence of strong employer involvement.

**SUBCONTRACTORS:**

1. ARRIBA JUNTOS (Muni)
2. CALIFORNIA LAWYERS FOR THE ARTS
3. FLORENCE CRITTENTON SERVICES
4. HAIGHT ASHBURY FOOD PROGRAM
5. JEWISH VOCATIONAL SERVICE (LEAP)
6. MISSION HIRING HALL
7. NORTHERN CALIFORNIA SERVICE LEAGUE
8. SAN FRANCISCO LEAGUE OF URBAN GARDENERS
9. SAN FRANCISCO WORKS

**Job Training/Job Placement/Job Retention**

Subcontractors		Percentage of Enrollment Goal based on Plan	Percentage Completed based on Plan	Percentage of Placement Goal based on Plan	Recommendation
#64	Haight Ashbury Food Program	117%	100%	100%	\$113,446
#61	San Francisco Works	100%	n/a	n/a	Vendor
#20	Jewish Vocational Service	80%	71%	83%	\$101,666
#30	Florence Crittenton Services	80%	0%	0%	Vendor
#59	California Lawyers for the Arts	78%	52%	73%	\$77,860
#87	S.F. League of Urban Gardeners	68%	0%	0%	Discontinue
#55	Northern CA Service League	50%	150%	50%	\$12,000
#46	Mission Hiring Hall	33%	38%	0%	Vendor
#65	Arriba Juntos	0%	0%	0%	\$92,544



## Quarterly Statistics and Recommendations

### *Job Training, Job Placement and Retention*

Subcontractor Name: Arriba Juntos Program Name: MUNI Maintenance Program

Subcontract Number: 102A926G1/102A908G1/102A905P8 # 65 Activity: Job Training

Start Date: December 1, 2001 Time Period: 5 mos (of 18 mos subcontract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>		8214	32856	
	<i>Actual</i>		12434	28691	
	<i>% of Plan</i>		151%	87%	
Enrollments	<i>Plan (WtW 123)</i>		0	29	
	<i>Actual (MIS Roster)</i>		0	0	*0
	<i>Pending**</i>		0	0	*0
	<i>% of Plan</i>		n/a	n/a	
Completions	<i>Plan (WtW 123)</i>		0	0	
	<i>Actual (MIS Roster)</i>		0	0	*0
	<i>Pending**</i>		0	0	*0
	<i>% of Plan</i>		n/a	n/a	
Placements	<i>Plan (WtW 123)</i>		0	0	
	<i>Actual (MIS Roster)</i>		0	0	*0
	<i>Pending**</i>		0	0	*0
	<i>% of Plan</i>		n/a	n/a	
Wage Rate (average)	<i>Plan (stated in contract)</i>		\$8.50	\$8.50	\$8.50
	<i>Actual (MIS Report)</i>		0	0	*0
	<i>% of Plan</i>		0	0	

**\*\*Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.**

Contract Administrator's Comments:

**Arriba Juntos (AJ) is recommended for continued funding with a cost reimbursement subcontract in the reduced amount of \$92,544.**

Their current subcontract is 18 months in duration in the amount of \$147,848; analysis is based on data from December 1, 2001 to April 30, 2002.

Arriba Juntos (AJ) operates a MUNI Maintenance Training Program, with MUNI providing the hard skills training. AJ provides individual case management, including ESL/BRE training, job readiness and lifeskills training to each participant. Training will be conducted in two sessions; each is six months in

(Continued on back)

duration. Placement is directed towards the transit industry, with a minimum entrance wage of \$8.50 per hour or above. AJ is contracted to enroll twenty-nine (29) participants per training session, for a total of fifty-eight (58), placing thirty-two (32).

This agency has experienced problems with enrollments and status change paperwork, as well as timely submission of invoices. Due to collaboration problems, AJ is now five months into the program year without enrollments. The first session of classroom training will be starting in May 2002. At present, all cost reimbursement invoices are current for this agency.

AJ has an excellent record of attendance at all Welfare-to-Work related meetings.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: California Lawyers for the Arts Program Name: Arts Industry Employment Initiative

Subcontract Number: 296G800P7/296G801P8 Activity: Post Employment

Start Date: March 1, 1999 Period of Time: 36 Months

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>			303,014	
	<i>Actual</i>			282,835	
	<i>% of Plan</i>			93%	
Enrollments	<i>Plan (WiW 123)</i>			45	
	<i>Actual (MIS Roster)</i>			34	*41
	<i>Pending**</i>			1	0
	<i>% of Plan</i>			78%	
Completions	<i>Plan (WiW 123)</i>			27	
	<i>Actual (MIS Roster)</i>			2	*2
	<i>Pending**</i>			15	*15
	<i>% of Plan</i>			63%	
Placements	<i>Plan (WiW 123)</i>			30	
	<i>Actual (MIS Roster)</i>			18	*20
	<i>Pending**</i>			1	*0
	<i>% of Plan</i>			64%	
Wage Rate (average)	<i>Plan (stated in contract)</i>			6.50	
	<i>Actual (MIS Report)</i>			9.33	
	<i>% of Plan</i>			143%	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

### Contract Administrator's Comments:

**California Lawyers for the Arts is recommended for continued funding with a cost reimbursement subcontract in the amount of \$77,860. This is the remaining balance of the total contract amount of \$115,792.**

This is a continuation 36 month subcontract; analysis is based on data from March 1, 1999 to February 29, 2002. CLA has had its contract extended twice since March of 1999. The new contract year in the 2001-2002 RFP process began on March 1, 2002.

CLA was contracted to enroll forty-five (45) participants, placing thirty (30) into unsubsidized employment. The thirteen (13) week training program consists of soft skills training, basic office technology training and a twenty (20) hours a week, paid internship with Bay Area nonprofit artistic organizations. The internships cover a variety of duties from administrative to set design.

(Continued on back)

CLA also provides Case Management, Career Counseling, Placement and Retention services. Job Placement is directed towards the internship sites with a minimum wage of \$6.75 per hour.

The data present is based on the completion of the thirty-six (36) month contract and the goals set fourth in that contract.

CLA has experienced some difficulty with timely submission of invoices but has recently shown improvement. CLA has a fair submission rate with the department of Human Services for Attendance and Progress Reports. CLA has an excellent record of attendance at all Welfare-to-Work related meetings and is very pro-active in seeking technical assistance.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: Florence Crittenton Services

Program Name: LEAP

Subcontract Number: 277A901G1 FCS-JT/JP/JR#30

Activity: Job Training

Start Date: October 1, 2001

Period of Time: 7 mos (of 16 mos subcontract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>		\$ 14,342.81	\$ 28,685.63	
	<i>Actual</i>		\$ 17,754.53	\$ 35,030.91	
	<i>% of Plan</i>		124%	122%	
Enrollments	<i>Plan (WtW 123)</i>	0	5	5	
	<i>Actual (MIS Roster)</i>	0	0	4	*5
	<i>Pending**</i>	0	0	0	*2
	<i>% of Plan</i>	N/A	0%	80%	
Completions	<i>Plan (WtW 123)</i>	5	5	5	
	<i>Actual (MIS Roster)</i>	0	0	0	*0
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	0%	0%	0%	
Placements	<i>Plan (WtW 123)</i>	0	0	2	
	<i>Actual (MIS Roster)</i>	0	0	0	*0
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	N/A	0%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	\$11/hour	\$11/hour	\$11/hour	\$11/hour
	<i>Actual (MIS Report)</i>	0	0	0	
	<i>% of Plan</i>	N/A	N/A	0%	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

### Contract Administrator's Comments:

Florence Crittenton Services (FCS) is not recommended for continued funding with a cost reimbursement subcontract, but will be placed on the Welfare-to-Work Vendor List. FCS is also recommended for an amount of \$54,025 to close-out this current subcontract, which includes participant wages.

(Continued on back)

This is a 16 month subcontract in the amount of \$192,775, \$76,495 for subcontract services and \$116,280 set aside for subsidized wages; analysis is based on data from October 1, 2001 to March 31, 2002.

FCS operates an Administrative Occupational training program combined with paid subsidized wage training at the University of California at San Francisco (UCSF), entitled "L.E.A.P." (Learning + Earning = Achievement + Power). The training combines ten weeks of "soft skills" and computer literacy instruction and a five-month paid internship at UCSF. The wages are subsidized by PIC and the fringe benefits are paid by UCSF. Case Management and Job Placement services are provided to each participant. The minimum wage for placement is \$11.00 per hour. There are three cycles during this subcontract period.

FCS is contracted to enroll fifteen (15) participants, and place ten (10) in unsubsidized positions.

FCS did not begin the subcontract until October 1, 2001, as opposed to most agencies that began July 1, 2001. FCS has developed a pattern of not properly completing and submitting required PIC paperwork. This has affected the performances for the last year's contract and the current contract. Currently, FCS has enrolled four participants (or 80% of schedule), but FCS has not submitted any required PIC paperwork indicating completion or placement information.

The budget was not signed until March 29, 2002, because FCS staff was not available to answer questions during contract negotiations. FCS submitted invoices on April 16, 2002 covering October 2001 to March 2001. At present, invoices are current. FCS has not met the requirement of submitting to the Department of Human Services the *Attendance and Progress Reports* on a monthly basis.

Florence Crittenton Services has attended all but one of the mandatory Welfare-to-Work related meetings.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: Haight Ashbury Food Program Program Name: \_\_\_\_\_  
                                   257A905G1

257A907G1

Subcontract Number: 257A901G1 HAFP-JT/JP/JR#64 Activity: Job Training

Start Date: July 1, 2001 Period of Time: 10 mos (of 14 mos subcontract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>	\$ 22,801.07	\$ 45,602.14	\$ 68,403.21	
	<i>Actual</i>	\$ 17,922.34	\$ 40,516.87	\$ 74,118.52	
	<i>% of Plan</i>	79%	89%	108%	
Enrollments	<i>Plan (WtW 123)</i>	3	3	6	
	<i>Actual (MIS Roster)</i>	0	2	7	*7
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	0%	67%	117%	
Completions	<i>Plan (WtW 123)</i>	0	0	3	
	<i>Actual (MIS Roster)</i>	0	0	3	*3
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	N/A	100%	
Placements	<i>Plan (WtW 123)</i>	0	0	3	
	<i>Actual (MIS Roster)</i>	0	0	3	*3
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	N/A	100%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	\$7.50/hour	\$7.50/hour	\$7.50/hour	\$7.50/hour
	<i>Actual (MIS Report)</i>	0	0	\$8.12/hour	*\$8.12/hour
	<i>% of Plan</i>	N/A	N/A	108%	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Haight Ashbury Food Program (HAFP) is recommended for continued funding with a cost reimbursement subcontract in the amount of \$113,446. The subcontract will end June 30, 2003.**

This is a 14 month subcontract in the amount of \$113,446, \$106,405 for subcontract services and \$7,041 for set aside subsidized wages; analysis is based on data from July 1, 2001 to March 31, 2002.

HAFP operates a Food Services Occupational Program. Sixteen (16) weeks of cooking and food service skills training and a PIC-subsidized four week paid internship (wages and fringe benefits) are provided. Training also includes "lifeskills", and remedial English and math skills tutoring.

(Continued on back)

Case Management and Career Counseling are provided to each participant and Job Placement is directed towards the occupations in the food industry, with a minimum wage of \$7.50 per hour. There are three cycles of training under this subcontract.

Haight Ashbury Food Program is contracted to enroll 10 participants and place seven (7).

Haight Ashbury Food Program has been correctly completing and timely submitting required paperwork. The organization had initially experienced difficulty with timely submission of invoices. At present, all invoices are current. Haight Ashbury Food Program has met the requirement of submitting to the Department of Human Services the Attendance and Progress Reports on a monthly basis.

Haight Ashbury Food Program has an excellent record of attendance at all Welfare-to-Work related meetings.

Haight Ashbury Food Program is recommended for continued funding with a cost reimbursement subcontract.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: Jewish Vocational Service Program Name: LEAP

Subcontract Number: 168A901G1/168A905G1 #20 Activity: JT/JP/JR

Start Date: July 1, 2001 Period of Time: 9 months of a 24 month contract  
\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>	58,792	117,584	176,376	
	<i>Actual</i>	0	0	98,304	
	<i>% of Plan</i>	0%	0%	55%	
Enrollments	<i>Plan (WtW 123)</i>	9	9	20	
	<i>Actual (MIS Roster)</i>	6	6	13	*13
	<i>Pending**</i>	0	0	3	*5
	<i>% of Plan</i>	67%	67%	80%	
Completions	<i>Plan (WtW 123)</i>	0	0	7	
	<i>Actual (MIS Roster)</i>	0	0	5	*5
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	N/A	71%	
Placements	<i>Plan (WtW 123)</i>	0	0	6	
	<i>Actual (MIS Roster)</i>	0	0	5	*5
	<i>Pending**</i>	0	0	0	*6
	<i>% of Plan</i>	N/A	N/A	83%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	\$9.00	\$9.00	\$9.00	
	<i>Actual (MIS Report)</i>	\$0.00	\$9.00	\$11.50	
	<i>% of Plan</i>	N/A	100%	128%	

**\*\* Pending** is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

### Contract Administrator's Comments:

**Jewish Vocational Service (JVS) is recommended for continued funding with a cost reimbursement subcontract in the amount of \$146,980 less any funds over \$146,980 spent in Fiscal Year 01-02.**

This is a 24 month subcontract in the amount of \$293,960; analysis is based on data from July 1, 2001 to March 31, 2002. JVS assumed the fiscal responsibility for the Legal Employment Action Program (LEAP) from the San Francisco Bar Association and contracted for a two year period that began on July 1, 2001. JVS requested and was granted permission to budget the entire contract amount of \$293,960 over a 15-month period.

JVS works in collaboration with the San Francisco Bar Association to provide training to prepare clients for entry level clerical positions in San Francisco law firms. JVS is contracted to enroll thirty (30) participants placing twenty-three (23) into unsubsidized employment.

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This three (3) month training program includes business English, computer literacy, clerical keyboarding, office procedures, and legal terminology. The program also provides soft skills training and a twelve (12) week, paid, unsubsidized internship in a law firm.

JVS also provides Case Management, Career Counseling, Placement and Retention services. Job Placement is directed towards the internship sites with a minimum wage of \$9.00 per hour.

JVS has experienced some difficulty with timely submission of invoices but has recently shown improvement. At present, invoices are outstanding for March 2002. JVS has a fair submission rate with the Department of Human Services for Attendance and Progress Reports. JVS has an excellent record of attendance at all Welfare-to-Work related meetings and is very pro-active in seeking technical assistance.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: Mission Hiring Hall

Program Name: Digital Prepress Training

Subcontract Number: 107A905M1/107H801M9 #46

Activity: Job Training

Start Date: July 1, 2001

Time Period: 9 mos (of 18 mos subcontract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>	8000	16000	24000	
	<i>Actual</i>	7368	13706	20611	
	<i>% of Plan</i>	92%	86%	86%	
Enrollments	<i>Plan (WtW 123)</i>	1	4	9	
	<i>Actual (MIS Roster)</i>	0	0	3	*3
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	0%	0%	33%	
Completions	<i>Plan (WtW 123)</i>	0	2	8	
	<i>Actual (MIS Roster)</i>	0	0	0	*0
	<i>Pending**</i>	0	0	3	*3
	<i>% of Plan</i>	n/a	n/a	38%	
Placements	<i>Plan (WtW 123)</i>	0	0	2	
	<i>Actual (MIS Roster)</i>	0	0	0	*0
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	n/a	n/a	0%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	\$8.50	\$8.50	\$8.50	\$8.50
	<i>Actual (MIS Report)</i>	0	0	0	*0
	<i>% of Plan</i>	0	0	0	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Mission Hiring Hall (MHH) is not recommended for continued funding with a cost reimbursement subcontract, but will be placed on the Welfare-to-Work Vendor List. MHH is also recommended for an amount of \$5,130 to close out this current contract.**

Their current subcontract is 18 months in duration in the amount of \$48,000; analysis is based on data from July 1, 2001 to April 30, 2002.

MHH operates a Digital Prepress Training Program. MHH provides occupational skills training in

(Continued on back)

Digital Prepress, classroom training in job readiness and life management, on-the-job work experience, case management, job placement and job retention services.

MHH is contracted to enroll twelve (12) participants and place five (5) into unsubsidized employment.

MHH has consistently been timely in submission of paperwork and invoices; at present, all cost reimbursement invoices are current for this agency. MHH has a poor submission rate with the Department of Human Services for Attendance and Progress Reports.

MHH has an excellent record of attendance at all Welfare-to-Work related meetings.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: Northern California Service League Program Name: Resilient Families

Subcontract Number: 193H801T9 & 193A933T1 #55 Activity: Support Services

Start Date: July 1, 2001 Period of Time: 10 mos (of 12 mos subcontract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Actual</i>	3,000	6,000	9,000	
	<i>Plan (Approved Budget)</i>	3,000	6,001	9,000	
	<i>% of Plan</i>	100%	100%	100%	
Enrollments	<i>Plan (WtW 123)</i>	0	6	6	
	<i>Actual (MIS Roster)</i>	0	0	2	*3
	<i>Pending**</i>	0	0	1	*0
	<i>% of Plan</i>	N/A	0%	50%	
Completions	<i>Plan (WtW 123)</i>	0	0	2	
	<i>Actual (MIS Roster)</i>	0	0	0	*3
	<i>Pending**</i>	0	0	3	*0
	<i>% of Plan</i>	N/A	N/A	150%	
Placements	<i>Plan (WtW 123)</i>	0	0	2	
	<i>Actual (MIS Roster)</i>	0	0	0	*1
	<i>Pending**</i>	0	0	1	*0
	<i>% of Plan</i>	N/A	N/A	50%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	0	0	6.75	
	<i>Actual (MIS Report)</i>	0	0	10.00	*0
	<i>% of Plan</i>	N/A	N/A	148%	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Northern California Service League (NCSL) is recommended for continued funding with a cost reimbursement subcontract in the amount of \$12,000.**

This is a 12 month subcontract in the amount of \$12,000; analysis is based on data from July 1, 2001 to March 31, 2001. Northern California Service League is contracted to re-engaged participants back into the CalWORKS with intensive case management to insure employment. NCSL provides Re-employment placement services, Job Coaching, Referrals for educational, and other supportive services.

NCSL is contracted re-engaged six (6) participants into the CalWORKS, and place two (2) participants

(Continued on back)

into employment.

NCSL has submitted their invoices on time. NCSL has an excellent record of attendance at all Welfare-to-Work related meetings. NCSF has no formal enrollments and are not required to submit Monthly Attendance and Progress Reports to the Department of Human Services.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: San Francisco League of Urban Gardeners Program Name: \_\_\_\_\_

Subcontract Number: 312A905G1 SLUG-JT/JP/JR#87 Activity: Job Training

Start Date: July 1, 2001 Period of Time: 10 mos (of 12 mos subcontract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>	\$ 15,000.00	\$ 30,000.00	\$ 45,000.00	
	<i>Actual</i>	\$ 13,679.70	\$ 27,699.40	\$ 41,379.80	
	<i>% of Plan</i>	91%	92%	92%	
Enrollments	<i>Plan (WtW 123)</i>	0	13	25	
	<i>Actual (MIS Roster)</i>	0	9	17	*20
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	69%	68%	
Completions	<i>Plan (WtW 123)</i>	0	0	8	
	<i>Actual (MIS Roster)</i>	0	0	0	*1
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	N/A	0%	
Placements	<i>Plan (WtW 123)</i>	0	0	8	
	<i>Actual (MIS Roster)</i>	0	0	0	*1
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	N/A	0%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	\$10.00/hour	\$10.00/hour	\$10.00/hour	\$10.00/hour
	<i>Actual (MIS Report)</i>	0	0	0	*\$7.50/hour
	<i>% of Plan</i>	N/A	N/A	0	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**San Francisco League of Urban Gardeners (SLUG) is not recommended for continued funding with a cost reimbursement subcontract.**

This is a 12 month subcontract in the amount of \$60,000; analysis is based on data from July 1, 2001 to March 31, 2002.

SLUG operates a sixteen (16) week Adult Education Training Program. The program combines basic math and English language skills instruction (at City College), work readiness skills training, and temporary paid work. Wages are paid by the San Francisco Department of Public Works. Job Placement is directed towards occupations in landscaping and/or public works, with a minimum

(Continued on back)

wage of \$10.00 per hour.

SLUG is contracted to enroll twenty-five (25) PAES participants, and to place fifteen (15).

SLUG has a pattern of not correctly completing and submitting PIC paperwork (in particular, status reports) on time; but has an excellent record of timely submission of invoices. At present, invoices are current. SLUG has not met the requirement of submitting the *Attendance and Progress Reports* to the Department of Human Services on a monthly basis.

SLUG has a very good attendance rate at the required Welfare-to-Work related meetings.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: San Francisco Works Program Name: Telecommunicaton Technician I

318H801G9

318A908G1

Subcontract Number: 318A901G1 SFW-JT/JP/JR#61 Activity: Job Training

Start Date: January 1, 2002 Period of Time: 4 mos (of 18 mos subcontract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>			\$ 17,583.33	
	<i>Actual</i>			\$ 24,614.37	
	<i>% of Plan</i>			140%	
Enrollments	<i>Plan (WtW I23)</i>			4	
	<i>Actual (MIS Roster)</i>			3	*3
	<i>Pending**</i>			1	*1
	<i>% of Plan</i>			100%	
Completions	<i>Plan (WtW I23)</i>			0	
	<i>Actual (MIS Roster)</i>			0	*0
	<i>Pending**</i>			0	*0
	<i>% of Plan</i>			N/A	
Placements	<i>Plan (WtW I23)</i>			0	
	<i>Actual (MIS Roster)</i>			0	*0
	<i>Pending**</i>			0	*0
	<i>% of Plan</i>			N/A	
Wage Rate (average)	<i>Plan (stated in contract)</i>			\$10/hour	\$10/hour
	<i>Actual (MIS Report)</i>			0	
	<i>% of Plan</i>			N/A	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**San Francisco Works (SFW) is not recommended for continued funding with a cost reimbursement subcontract, but will be placed on the Welfare-to-Work Vendor List. SFW is also recommended for an amount of \$8,000 to close-out this current subcontract.**

This is an 18 month subcontract in the amount of \$105,500; analysis is based on data from January 1, 2002 to March 31, 2002.

SFW operates a Telecommunications Technician I Training Program. The eight week program consists of one week of "Soft Skills" training, six weeks of telecommunications (and Building Industry Consulting Services International certification) training, and one week of intensive placement

services for those who were not placed upon graduation. Case Management and Career Counseling are provided to each participant and Job Placement is directed towards the telecommunications industry, with a minimum wage of \$10.00 per hour.

San Francisco Works is contracted to enroll fifteen (15) participants, placing eleven (11).

San Francisco Works did not begin this subcontract until January 1, 2002, as opposed to most agencies which began July 1, 2001. The delay was due to locating a training provider to subcontract the training in telecommunications. Its original subcontractor, National Training Institute, left the Bay Area and the replacement never materialized. San Francisco Works finally negotiated with Crossbow Communications to provide the telecommunications instruction.

San Francisco Works has been correctly completing and timely submitting required paperwork. The organization had initially experienced difficulty with timely submission of invoices. At present, all invoices are current. San Francisco Works has met the requirement of submitting to the Department of Human Services the Attendance and Progress Reports on a monthly basis.

San Francisco Works has attended all but one of required Welfare-to-Work related meetings.

A subgroup of Job Training/Job Placement/Job Retention is:

### **RESPONSIBLE FATHERHOOD PROGRAM FOR NON-CUSTODIAL PARENTS (NCP)**

This program targets non-custodial parents, primarily fathers. These individuals will be identified both through the PAES program and through general community outreach. Programs in this category are intended to promote and develop characteristics of responsible fatherhood by increasing the employment and earnings of the NCP, improving their ability to meet child support obligations, and reconnecting them with their children. Programs in this category should include some or all of the following components: intensive outreach, assistance with employment and education, peer support groups, parenting workshops and assistance negotiating the child support system. Programs must show evidence of consultation with one or more domestic violence programs.

#### **SUBCONTRACTORS:**

1. SAN FRANCISCO SHERIFF'S DEPARTMENT
2. THE FAMILY SCHOOL/YOUNG COMMUNITY DEVELOPERS

#### **Job Training/Job Placement/Job Retention**

<b>Subcontractors</b>		<b>Percentage of Enrollment Goal based on Plan</b>	<b>Percentage Completed based on Plan</b>	<b>Percentage of Placement Goal based on Plan</b>	<b>Recommendation</b>
#84	The Family School/YCD	110%	143%	140%	\$198,000
#91	S.F. Sheriff's Department	49%	8%	0%	\$72,800

Also included under the category of Job Training/Job Placement/Job Retention is:

### **ENGAGEMENT OF THE SECOND (NON-WORKING) PARENT**

There were approximately 350 participants who secured an exemption from participating in CalWORKs because the second parent in the household was meeting the family's entire work requirement. In other words, the exempt parent has chosen not to work outside the home. If both parents were employed in these households their capacity to earn money to move off aid and become self-sufficient would be greatly enhanced. The primary languages of these households are Cantonese, Vietnamese, and Russian. Programs are intended to assist the second, unemployed parent to enter the workforce providing some or all the following components: culturally sensitive recruitment and engagement strategies; holistic support to families to resolve issues that may stand in the way of employment; vocational ESL (provided directly or through linkage with existing programs); skill and vocational assessment.

#### **SUBCONTRACTOR:**

ASIAN PERINATAL ADVOCATES

<b>Subcontractor</b>		<b>% of Engagement Goal based on Plan</b>	<b>% of Enrollment Goal based on Plan</b>	<b>% Complete based on Plan</b>	<b>% of Placement Goal based on Plan</b>	<b>Recommendation</b>
#97	Asian Perinatal Advocates	54%	0%	0%		Vendor



## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: The Family School

Program Name: Our Fathers Being Responsible

Subcontract Number: 192H801M9 TFS-JRT/JP/JR#84

Activity: Job Readiness Training

Start Date: July 1, 2001

Period of Time: 9 mos (of 12 mos subcontract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>	\$ 49,500.00	\$ 99,000.00	\$ 148,500.00	
	<i>Actual</i>	\$ 6,448.28	\$ 19,940.10	\$ 67,639.40	
	<i>% of Plan</i>	13%	20%	46%	
Enrollments	<i>Plan (WtW 123)</i>	0	5	20	
	<i>Actual (MIS Roster)</i>	0	0	22	*24
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	0%	110%	
Completions	<i>Plan (WtW 123)</i>	0	0	7	
	<i>Actual (MIS Roster)</i>	0	0	10	*10
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	N/A	143%	
Placements	<i>Plan (WtW 123)</i>	0	0	5	
	<i>Actual (MIS Roster)</i>	0	0	7	*7
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	N/A	N/A	140%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	\$8.00/hour	\$8.00/hour	\$8.00/hour	\$8.00/hour
	<i>Actual (MIS Report)</i>	0	0	\$17.42/hour	*\$17.42/hour
	<i>% of Plan</i>	N/A	N/A	218%	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**The Family School (TFS) is recommended for continued funding with a cost reimbursement subcontract in the amount of \$198,000.**

This is a 12 month subcontract in the amount of \$198,000; analysis is based on data from July 1, 2001 to March 31, 2002.

TFS, in collaboration with Young Community Developers (YCD), operates a Job Readiness Program working with Non-Custodial Parents, using the Fatherhood Development, a curriculum developed by the National Center for Strategic Nonprofit Planning and Community Leadership. The program also includes child support negotiation assistance, peer support network, optional employment training at

(Continued on back)

either TFS or YCD. Case Management is provided to each participant, Job Placement and Job Retention services are provided, with the placement minimum wage of \$8.00 per hour.

TFS is contracted to enroll thirty (30) participants, and place fifteen (15).

TFS has correctly compiled and timely submitted required PIC paperwork. The organization initially experienced difficulty with timely submission of invoices; however, at present all invoices are current. The Family School has met the requirement of submitting the *Attendance and Progress Reports* on a monthly basis.

TFS has an excellent record of attendance at all Welfare-to-Work related meetings.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: San Francisco Sheriff's Department Program Name: NCP Program

Subcontract Number: 344H801M9 #91 Activity: JRT/JP/JR

Start Date: July 1, 2001 Period of Time: 9 months of a 12 month contract  
\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>	\$22,750	\$45,500	\$68,250	
	<i>Actual</i>	\$0	\$23,040	\$23,040	
	<i>% of Plan</i>	0%	51%	34%	
Enrollments	<i>Plan (WtW 123)</i>	8	20	35	
	<i>Actual (MIS Roster)</i>	2	8	17	*20
	<i>Pending**</i>			0	*0
	<i>% of Plan</i>	25%	40%	49%	
Completions	<i>Plan (WtW 123)</i>	5	14	24	
	<i>Actual (MIS Roster)</i>	0	0	0	*0
	<i>Pending*</i>			2	*2
	<i>% of Plan</i>	0%	0%	8%	
Placements	<i>Plan (WtW 123)</i>	0	10	15	
	<i>Actual (MIS Roster)</i>	n/a	0	0	*0
	<i>Pending**</i>			0	*0
	<i>% of Plan</i>	n/a	0%	0%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	6.75	6.75	6.75	
	<i>Actual (MIS Report)</i>	0	0	0	
	<i>% of Plan</i>	n/a	0%	0%	

**\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.**

**Contract Administrator's Comments:**

**The San Francisco Sheriff's Department (SFSD) is recommended for reduced funding with a cost reimbursement subcontract in the amount of \$72,800 for one year.**

This is a 12 month subcontract in the amount of \$91,000; analysis is based on data from July 1, 2001 to March 31, 2002. SFSD operates a Job Readiness Training program for incarcerated Non-Custodial Parents (NCP) of children receiving aid. SFSD is contracted to enroll forty (40) participants placing twenty (20) into unsubsidized employment.

Once identified as an eligible NCP, SFSD provides an array of services focused on soft skills and parenting skills enhancement. Classes include a Department of Human Services certified parenting course, job seeking workshops, domestic violence intervention workshops, GED training, and basic computer literacy.

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One hundred and twenty nine (129) hours are required to complete the training. Case Management, legal assistance and Career Counseling are provided to each participant.

A strong component of the program is the legal assistance that is provided to participants in dealing with arrears and garnishments. Upon release, clients continue to receive counseling and job readiness services. SFSD staff provides placement and retention services for two hundred and seventy (270) days. The San Francisco Sheriff's department is contracted to enroll forty (40) incarcerated NCPs, complete twenty (28), and place twenty (20) at \$6.75 an hour, prior to providing retention services.

The Sheriff's Department has experienced some difficulty with timely submission of invoices. At present, invoices are outstanding for January, February and March of 2002. Due to leveraging other funds, including in-kind services and supplies from SFSD, the unit cost on this program is kept very low. SFSD and the PIC were over ambitious with the goals set for this program; on several occasions participants were found to be ineligible under the NCP definition and ultimately could not be counted. Completions and placements are affected by the participants release date and not easily tracked through longitudinal data collection.

The Sheriff's Department has an excellent record of attending all Welfare-to-Work related meetings and has developed a strong relationship with The Family School and the Department of Child Support Services. The San Francisco Sheriff's Department is not required to submit Attendance and Progress Reports to the Department of Human Services for NCP clients.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: Asian Perinatal Advocates Program Name: 2nd Parent Program

Subcontract Number: 345A926M1 Activity: WR/JP/JR

Start Date: July 1, 2001 Period of Time: 9 months of a 12 month contract  
\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>	18,750	37,500	56,250	
	<i>Actual</i>	0	31,252	56,253	
	<i>% of Plan</i>	0%	84%	100%	
Enrollments	<i>Plan (WtW 123)</i>	4	10	13	
	<i>Actual (MIS Roster)</i>	0	0	5	*6
	<i>Pending**</i>	0	0	2	*1
	<i>% of Plan</i>	0%	0%	54%	
Completions	<i>Plan (WtW 123)</i>	0	3	7	
	<i>Actual (MIS Roster)</i>	0	0	0	*0
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	0%	0%	0%	
Placements	<i>Plan (WtW 123)</i>	0	1	3	
	<i>Actual (MIS Roster)</i>	0	0	0	*0
	<i>Pending**</i>				*0
	<i>% of Plan</i>	0%	0%	0%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	6.75	6.75	6.75	
	<i>Actual (MIS Roster)</i>	0	0	0	
	<i>% of Plan</i>	0%	0%	0%	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

### Contract Administrator's Comments:

**Asian Perinatal Advocates (APA) Second Parent program is not recommended for continued funding with a cost reimbursement subcontract, but will be placed on the Welfare-to-Work Vendor List.**

This is a 12 month subcontract in the amount of \$75,000; analysis is based on data from July 1, 2001 to March 31, 2002. APA is contracted to enroll fifteen (15) participants and place seven (7) into unsubsidized employment. APA has a poor submission rate

APA is contracted to operate a program for the Second Non-Working Parent with an emphasis on Cantonese and Vietnamese speakers, in order to enhance the overall income of the family.

(Continued on back)

Participants receive training services that may include ESL, Job Readiness, Construction Administration, Housekeeping and parenting. Case Management, Supportive Services, Placement and Retention services are requirements of the contract.

APA had no difficulty preparing monthly invoices. Invoices are current and accurate through the month of March 2002.

Asian Perinatal Advocates' staff has attended all WtW related meetings. APA has a poor submission rate to the Department of Human Services with the Monthly Attendance and Progress Reports.

**CAREER ADVANCEMENT/JOB RETENTION COMPONENT**  
**ATTACHMENT #2**

Programs in this category are intended to provide job retention and career advancement services for employed participants whose primary language is Cantonese or Vietnamese (including individuals currently receiving cash aid as well as those who are recently off aid) and employed CalWORKs and PAES participants whose primary language is English. Programs in this category should include some or all of the following components: an intensive recruitment strategy to engage participants; skill and interest assessment; career counseling to establish career goals and a plan for achieving those goals; job retention assistance; personal support and mentoring; family support; life skills; job search skills; job placement; links to training; vocational English as a second language.

**SUBCONTRACTORS:**

1. JEWISH VOCATIONAL SERVICE
2. JUMA VENTURES
3. CATHOLIC CHARITIES

**Career Advancement**

<b>Subcontractor</b>		<b>% of Enrollment Goal based on Plan</b>	<b>% of 90 day Retention based on Plan</b>	<b>% of 180 day Retention based on Plan</b>	<b>% of Career Advancement Achieved based on Plan</b>	<b>% of Skill Enhancement Achieved based on Plan</b>	<b>Recommendation</b>
N/A	JVS (Competitive)	81%	60%	50%	N/A	N/A	\$101,666
#107	Catholic Charities of SF	81%	42%	33%	129%	N/A	\$129,850
N/A	Juma Ventures (Competitive)	56%	33%	64%	N/A	N/A	Vendor



## Quarterly Statistics and Recommendations

### Career Advancement and Job Retention

Subcontractor Name: Jewish Vocational Service

Program Name: DOL @Work Center Contract

Subcontract Number: 168G900R7

Activity: Job Retention Services

Start Date: September 1, 1998

Period of Time: 10 mos (of 45 mos subcontract)

\*includes April 2002 data

Career Advancement and Job Retention		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Expenditure	Actual				
	Plan				
	% of Plan				
Enrollments	Plan (WtW 123)	n/a	n/a	235	
	Actual (MIS Roster)	141	159	162	*163
	Pending**	0	0	0	
	% of Plan	71%	80%	81%	
90 day retention	Plan (WtW 123)	n/a	n/a	n/a	
	Actual (MIS Roster)	90	114	119	*121
	Pending**	0	0	0	*0
	% of Plan	n/a	n/a	n/a	
180 day retention	Plan (WtW 123)	n/a	n/a	n/a	
	Actual (MIS Roster)	70	81	99	*99
	Pending**	0	0	0	*0
	% of Plan	n/a	n/a	n/a	
270 day retention	Plan (WtW 123)	n/a	n/a	n/a	
	Actual (MIS Roster)	12	23	31	*32
	Pending**	0	0	0	*0
	% of Plan	n/a	n/a	n/a	
Career Advancement (an increase in income including hourly wage and benefits)	Plan (WtW 123)	n/a	n/a	n/a	
	Actual (MIS Roster)				*37
	Pending**				
	% of Plan				
Achieved skills enhancements	Plan (WtW 123)	n/a	n/a	n/a	
	Actual (MIS Roster)				*37
	Pending**				
	% of Plan				

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Jewish Vocational Service (JVS) is recommended for continued funding under Proposal #21 (Career Advancement) with a cost reimbursement subcontract in the amount of \$101,666.**

(Continued on back)

JVS's proposal for FY 01-02 was recommended for continued funding after the close of their Department of Labor WtW Competitive Grant. Analysis is based on data from July 1, 2001 to April 30, 2002.

JVS operates a "@Work Center" contract, assisting a total of two-hundred and thirty-five (235) participants in Job Retention and Career Advancement.

JVS has experienced some problems in timely submission of paperwork and invoices. Through the month of March 2002, eight months of invoices were due. As of April 2002, however, JVS has invoiced for expenses through March 2002.

JVS has an excellent record of attendance at all Welfare-to-Work related meetings and their DHS Attendance & Progress Reports have been submitted in a timely manner.

## Quarterly Statistics and Recommendations

### Career Advancement and Job Retention

Subcontractor Name: Catholic Charities of San Francisco

Program Name: Post-Employment

Subcontract Number: 266A926P1, 266A907P1, 266A905P1, 266A933P1 #107

Activity: Career Advancement

Start Date: July 1, 2001

Period of Time: 10 mos (of 24 mos subcontract)

\*includes April 2002 data

Career Advancement and Job Retention		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Expenditure	Plan	32,463.00	64,925.00	97,388.00	
	Actual	17,722.00	53,324.00	102,169.00	
	% of Plan	55%	82%	105%	
Enrollments	Plan (WtW 123)	10	23	36	
	Actual (MIS Roster)	0	10	29	*29
	Pending**	0	0	0	*0
	% of Plan	0%	43%	81%	
90 day retention	Plan (WtW 123)	0	19	36	
	Actual (MIS Roster)	0	0	4	*15
	Pending**	0	0	11	*0
	% of Plan	N/A	0%	42%	
180 day retention	Plan (WtW 123)	0	0	18	
	Actual (MIS Roster)	0	0	0	*5
	Pending**	0	0	6	*0
	% of Plan	N/A	N/A	33%	
270 day retention	Plan (WtW 123)	0	0	0	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	*0
	% of Plan	N/A	N/A	N/A	
Career Advancement	Plan (WtW 123)	1	4	7	
	Actual (MIS Roster)	0	0	3	
	Pending**	0	0	6	
	% of Plan	0%	0%	129%	
Achieved skills enhancements	Plan (WtW 123)				
	Actual (MIS Roster)	0	0	5	
	Pending**				
	% of Plan				

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Catholic Charities (CC) is recommended for continued funding with a cost reimbursement subcontract in the amount of \$129,850.**

(Continued on back)

This is a 24 month subcontract in the amount of \$259,700; analysis is based on data from July 1, 2001 to March 31, 2002. CC is contracted to provide Career Advancement and Job Retention services to fifty (50) currently-employed CalWORKs participants. This open entry program focuses on providing skills and interest assessments, career counseling, job retention, job placement services, job search skills and Vocational English as a Second Language to primarily Cantonese and Vietnamese speakers.

Among the fifty (50) Career Advancement participants, twenty (20) participants will move into job promotions, thirty-five (35) participants will retain employment after nine months.

CC has submitted their invoices on time. CC has an excellent record of attendance at all Welfare-to-Work related meetings. CC has submitted to the Department of Human Services all the Monthly Attendance and Progress Reports on time.

## Quarterly Statistics and Recommendations

### Career Advancement and Job Retention

Subcontractor Name: Juma Ventures Program Name: Career Advancement Pro.

Subcontract Number: 269G900R71/269800M8/269H901M8 Activity: Job Readiness Training

Start Date: April 1, 2001 Period of Time: 12 months of a 21 month contract  
\*includes April 2002 data

Career Advancement and Job Retention		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Expenditure	Plan	\$76,318	\$114,477	\$152,637	
	Actual	\$0	\$49,184	\$152,331	
	% of Plan	0%	43%	98%	
Enrollments	Plan (WtW 123)			41	
	Actual (MIS Roster)			23	*23
	Pending**			1	*3
	% of Plan			56%	
90 day retention	Plan (WtW 123)			24	
	Actual (MIS Roster)			5	*5
	Pending**			3	*5
	% of Plan			33%	
180 day retention	Plan (WtW 123)			11	
	Actual (MIS Roster)			3	*3
	Pending**			4	*4
	% of Plan			64%	
270 day retention	Plan (WtW 123)			4	
	Actual (MIS Roster)			0	*0
	Pending**			1	*2
	% of Plan			25%	
Career Advancement (an increase in income including hourly wage, and benefits)	Plan (WtW 123)			N/A	
	Actual (MIS Roster)			17	*17
	Pending**				*1
	% of Plan				
Achieved skills enhancements	Plan (WtW 123)			N/A	
	Actual (MIS Roster)			4	7
	Pending**				1
	% of Plan				

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Juma Ventures is not recommended for continued funding with a cost reimbursement subcontract, but will be placed on the Welfare-to-Work Vendor List.**

(Continued on back)

This is a 21 month subcontract in the amount of \$267,114; analysis is based on data from April 1, 2001 to March 31, 2002. Juma Ventures was subcontracted to provide Career Advancement to thirty-five (35) employed CalWORKs participants and Job readiness Training to thirty-five (35) Former Foster Care participants aged eighteen (18) through twenty-three (23). The Foster Care portion of the contract was mutually halted due to its ineffectiveness in October of 2001. The remaining six (6) youth already enrolled into the program were added to the original Career Advancement Program goal, increasing it to forty-one (41).

The open entry career Advancement program focuses on providing skill enhancement, on-site career counseling, job retention services, placement services, and job search skills to assist in the advancement of WtW clients attempting to transition off of aid through gainful employment.

As of 3/31/02, Juma Ventures is three months behind in the submission of invoices outstanding invoices include January, February and March 2002, however this is due to an usually prolonged budget negotiation that was made complicated by a change in funding stream and completed in April of 2002.

Juma has a fair submission rate to the Department of Human Services with the Monthly Attendance and Progress Reports.

Juma Ventures has attended a fair amount of the required Bi-Monthly WtW Advisory Committee Meetings in the last year, all three quarterly meetings and one of the two technical trainings.

**SUPPORTIVE SERVICE/RESILIENT FAMILIES COMPONENT**  
**ATTACHMENT #3**

Programs in this category are intended to provide case Management and placement for participants of the Vocational ESL Immersion Program, Engagement of the Second (non-working) Parent, and Intensive Support for Resilient Families.

**I. VESL Immersion Program**

DHS currently conducts a "Vocational English as a Second Language Immersion Program" (VIP) in collaboration with City College. This program provides services to both PAES and CalWORKs participants. Various sessions are offered full time (M-F) and part-time (evenings and Saturdays). Two subcontractors host the VIP program at their site, provide case management to enrolled students, and provide placement services and job retention support to program graduates.

**SUBCONTRACTORS:**

1. ARRIBA JUNTOS
2. CATHOLIC CHARITIES

**Resilient Families/Supportive Service**

	<b>Subcontractor</b>	<b>% of Engagement Goal based on Plan</b>	<b>% of Enrollment Goal based on Plan</b>	<b>% Complete based on Plan</b>	<b>% of Placement Goal based on Plan</b>	<b>Recommendation</b>
#68	Arriba Juntos	68%	28%	n/a		\$119,774
#114	Catholic Charities of S.F.	100%	117%	33%		\$69,163

**II. Intensive Support for Resilient Families**

CalWORKs families that must work to overcome many significant barriers that limit their success choose not to participate in CalWORKs and, as a result, are at risk of sanction, or are currently being sanctioned. Programs in this category have some or all of the following components: intensive outreach to engage families; support to address severe learning disabilities, mental health and substance abuse issues (this can be partly achieved through linkage to existing services); family and personal support; intensive case management; assessment of skills and interest; skills training (provided directly or through linkage to existing services); job coaching, and other job retention support.

**SUBCONTRACTOR:**

1. FAMILY SERVICE AGENCY
2. ELLA HILL HUTCH COMMUNITY CENTER: UJIMA CONSORTIUM
3. ASIAN PERINATAL ADVOCATES

	<b>Subcontractor</b>	<b>% of Engagement Goal based on Plan</b>	<b>% of Enrollment Goal based on Plan</b>	<b>% Complete based on Plan</b>	<b>% of Placement Goal based on Plan</b>	<b>Recommendation</b>
#105	Ella Hill Hutch CC	75%	0%	0%	0%	Discontinue
#96	Asian Perinatal Advocates	24%	0%	0%	0%	Discontinue
#79	Family Service Agency of S.F.	16%	0%	0%	0%	Discontinue



## Quarterly Statistics and Recommendations

### Job Training, Job Placement and Retention

Subcontractor Name: Arriba Juntos

Program Name: VESL Case Management

Subcontract Number: 102A926T1/102A905T1 #68

Activity: Supportive Services

Start Date: July 1, 2001

Time Period: 10 mos (of 24 mos subcontract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>	29943	59886	89829	
	<i>Actual</i>	15751	29423	49203	
	<i>% of Plan</i>	53%	49%	55%	
Enrollments	<i>Plan (WtW 123)</i>	20	20	40	
	<i>Actual (MIS Roster)</i>	0	7	23	*28
	<i>Pending**</i>	0	0	4	*0
	<i>% of Plan</i>	0%	35%	68%	
Completions	<i>Plan (WtW 123)</i>	0	18	18	
	<i>Actual (MIS Roster)</i>	0	0	5	*5
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	n/a	n/a	28%	
Placements	<i>Plan (WtW 123)</i>	0	0	0	
	<i>Actual (MIS Roster)</i>	0	0	0	*0
	<i>Pending**</i>	0	0	0	*0
	<i>% of Plan</i>	n/a	n/a	n/a	
Wage Rate (average)	<i>Plan (stated in contract)</i>	\$9.00	\$9.00	\$9.00	\$9.00
	<i>Actual (MIS Report)</i>	0	0	0	*0
	<i>% of Plan</i>	0	0	0	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Arriba Juntos (AJ) is recommended for continued funding with a cost reimbursement subcontract in the amount of \$119,775.**

Their current subcontract is 24 months in duration in the amount of \$239,549; analysis is based on data from July 1, 2001 to April 30, 2002.

This subcontract is a Vocational English as a Second Language Immersion Program (VIP), and is a collaboration between AJ, the DHS and City College. The DHS evaluates a client's English skill level and, if appropriate, may then refer the client to this program. A City College instructor then provides

(Continued on back)

ESL instruction (Level 2) to clients, with AJ providing case management, job readiness training, job placement and retention services.

AJ is contracted to enroll sixty (60) participants through three (3) sixteen (16) week training cycles, placing forty-two (42) into the next level of classes at Catholic Charities or into unsubsidized employment.

AJ has experienced some difficulty with timely submission of invoices. At present, however, all cost reimbursement invoices are current for this agency. AJ has a good submission rate with the Department of Human Services for Attendance and Progress Reports.

AJ has an excellent record of attendance at all Welfare-to-Work related meetings.

## Quarterly Statistics and Recommendations

*Job Training, Job Placement and Retention*

Subcontractor Name: Catholic Charities of San Francisco

Program Name: VESL Immersion

Subcontract Number: 266A905T1 & 266A926T1 #114

Activity: Case Management

Start Date: July 1, 2001

Period of Time: 10 mos (of 24 mos contract)

\*includes April 2002 data

<i>Job Training, Job Placement and Retention</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan</i>	17,291.00	34,582.00	51,873.00	
	<i>Actual</i>	10,204.00	26,348.00	46,699.00	
	<i>% of Plan</i>	59%	76%	90%	
Enrollments	<i>Plan (WtW I23)</i>	15	15	27	
	<i>Actual (MIS Roster)</i>	0	14	23	*27
	<i>Pending**</i>	0	0	4	*0
	<i>% of Plan</i>	0%	93%	100%	
Completions	<i>Plan (WtW I23)</i>	0	12	12	
	<i>Actual (MIS Roster)</i>	0	0	10	*14
	<i>Pending**</i>	0	0	4	*0
	<i>% of Plan</i>	N/A	0%	117%	
Placements	<i>Plan (WtW I23)</i>	0	0	3	
	<i>Actual (MIS Roster)</i>	0	0	0	*1
	<i>Pending**</i>	0	0	1	*0
	<i>% of Plan</i>	N/A	N/A	33%	
Wage Rate (average)	<i>Plan (stated in contract)</i>	0	6.75	6.75	
	<i>Actual (MIS Report)</i>	0	0	7.00	
	<i>% of Plan</i>	N/A	0%	103%	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Catholic Charities (CC) is recommended for continue funding with a cost reimbursement subcontract in the amount of \$69,163.50.**

This is a 24 month subcontract in the amount of \$138,327; analysis is based on data from July 1, 2001 to March 31, 2002. CC Vocational English as a Second Language Immersion Program (VIP) is designed to prepare twenty-five (25) participants with (Level 3 or Level 4) English as a Second Language training , computer-assisted language learning, outside homework assignments and individual counseling for further training or employment. After completion they may repeat the course if they have shown no improvement. Those determined by their DHS Employment Specialist as ready for placement will be referred to the Gateway program for a 90 days job readiness and search program or to CC for placement services, with a minimum hourly wage of \$6.75 or above.

(Continued on back)

Catholic Charities is contracted to enroll twenty-five (25) participants. Eighteen (18) of these participants will attend the DHS Gateway program for placement and retention services, or go onto Level 5 at City College.

CC has submitted their invoices on time. CC has an excellent record of attendance at all Welfare-to-Work related meetings. CC has submitted to the Department of Human Services all the Monthly Attendance and Progress Reports on time.

## Quarterly Statistics and Recommendations

### Supportive Services/Resilient Families Component

Subcontractor Name: Ella Hill Hutch Community Center Program Name: Resilient Families

Subcontract Number: 255H801T9 & 255A933T1 #105 Activity: Support Services

Start Date: July 1, 2001

Period of Time: 10 mos (of 12 mos subcontract)  
\*includes April 2002 data

Supportive Services/Resilient Families Component		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Expenditure	Plan	25,000	50,000	75,000	
	Actual	12,245	38,734	59,798	
	% of Plan	49%	77%	80%	
Engagement of Former Participant	Plan (DHS List)	20	20	20	
	Actual	0	12	15	*15
	% of Plan	0%	60%	75%	
Sanction Lifted (enrolled)	Plan (WtW 123)	0	20	20	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	
	% of Plan	N/A	0%	0%	
Completed Training as per Employment Plan	Plan (WtW 123)	0	1	6	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	
	% of Plan	N/A	0%	0%	
Placed into Employment	Plan (WtW 123)	0	0	3	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	
	% of Plan	N/A	N/A	0%	
Retained Employment 270 days	Plan (WtW 123)	0	0	0	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	
	% of Plan	N/A	N/A	N/A	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Ella Hill Hutch (EHH) is not recommended for continued funding. There is no longer a need to subcontract these services.**

This is a 12 month subcontract in the amount of \$100,000; analysis is based on data from July 1, 2001 to March 31, 2002. EHH is contracted to provide services to the resilient CalWORKs families who

(Continued on back)

must work to overcome many significant barriers that limit their success. Emphasis is on intensive outreach to re-engage individuals at-risk of being sanctioned (a reduction of cash aid) or currently being sanctioned, and to re-engage them in the CalWORKs program. These barriers are addressed through intensive case management, assessment of skills and interests and working with the client's ES to assist the client in having her/his sanction lifted. Once a participant's sanction is lifted, services including Orientation, Life Management, Job Readiness, Work Experience, Case Management and Supportive Services will be available to the participant when needed.

EHH is contracted to engage twenty (20) participants to help with having their sanction lifted by re-engaging them back into CalWORKs or obtaining an exemption from participation in Welfare-to-Work.

EHH has correctly completed and timely submitted their invoices and required PIC paperwork (including Engagement Forms). EHH has no enrollment and is not required to submit Monthly Attendance and Progress Reports to the Department of Human Services.

EHH's attendance at required Bi-Monthly WtW Advisory Committee Meetings and program category quarterly meetings has been poor. Improvement is needed in this area.

## Quarterly Statistics and Recommendations

### Supportive Services/Resilient Families Component

Subcontractor Name: Asian Perinatal Advocates Program Name: Resilient Families

Subcontract Number: 345H801T9/345A933T1 Activity: SS/SPS

Start Date: July 1, 2001 Period of Time: 9 months of a 12 Month contract  
\*includes April 2002 data

Supportive Services/Resilient Families Component		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Expenditure	Plan	12,500	25,000	37,500	
	Actual	0	25,005	37,505	
	% of Plan	0%	100%	100%	
Engagement of Former Participant	Plan (DHS List)	25	25	25	
	Actual	1	6	6	*7
	% of Plan	4%	24%	24%	
Sanction Lifted (enrolled)	Plan (WtW 123)	3	7	10	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	*0
	% of Plan	0%	0%	0%	
Completed Training as per Employment Plan	Plan (WtW 123)	0	2	4	
	Actual (MIS Roster)	0	0	0	*0
	Pending**				*0
	% of Plan	n/a	0%	0%	
Placed into Employment	Plan (WtW 123)	0	0	2	
	Actual (MIS Roster)	0	0	0	*0
	Pending**				*0
	% of Plan	n/a	n/a	0%	
Retained Employment 270 days	Actual (MIS Roster)	0	0	0	*0
	Plan (WtW 123)	0	0	0	*0
	Pending**				
	% of Plan	n/a	n/a	n/a	n/a

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

#### Contract Administrator's Comments:

**This Asian Perinatal Advocates (APA) Resilient Families program is not recommended for continued funding with a cost reimbursement subcontract.**

This is a 12 month subcontract in the amount of \$50,000; analysis is based on data from July 1, 2001 to March 31, 2002.

APA operates a program to serve resilient families, with an emphasis on Cantonese and Vietnamese speakers, who must work to overcome significant barriers that limit their success in the DHS system.

(Continued on back)

APA is contracted to engage twenty-five (25) sanctioned family members and assist ten (10) in either having their sanction lifted by re-engaging them back into CalWORKs or obtaining an exemption from participation in Welfare-to-Work.

APA conducts intensive outreach to individuals who are sanctioned or at-risk of being sanctioned (a reduction of cash aid) for re-engagement into the CalWORKs program. APA provides intensive case management, assessment of skills and interests and then works with the client's Employment Specialist to resolve issues which prevent the client from abiding by the instructions of the Department of Human Services. Once a participant's sanction is lifted, training services may include ESL, Job Readiness, Construction Administration, Housekeeping and parenting. Case Management, Supportive Services, placement and retention services are a requirement of the contract.

APA had no difficulty preparing monthly invoices. Invoices are current and accurate through the month of March 2002.

APA is not required to submit Attendance and Progress Reports. APA's staff has attended all WtW related meetings.

## Quarterly Statistics and Recommendations

### Supportive Services/Resilient Families Component

Subcontractor Name: Family Service Agency S.F.

Program Name: Resilient Families

Subcontract Number: 291H801T9 & 291A933T1 #79

Activity: Support Services

Start Date: July 1, 2001

Period of Time: 10 mos (of 12 mos subcontract)

*\*includes April 2002 data*

Supportive Services/Resilient Families Component		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Expenditure	Plan	31,250	62,500	93,750	
	Actual	0	0	0	
	% of Plan	0%	0%	0%	
Engagement of Former Participant	Plan (DHS List)	25	25	25	
	Actual	0	0	4	*4
	% of Plan	0%	0%	16%	
Sanction Lifted (enrolled)	Plan (WtW 123)	0	25	25	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	
	% of Plan	N/A	0%	0%	
Completed Training as per Employment Plan	Plan (WtW 123)	0	3	10	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	
	% of Plan	N/A	0%	0%	
Placed into Employment	Plan (WtW 123)	0	0	9	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	
	% of Plan	N/A	N/A	0%	
Retained Employment 270 days	Plan (WtW 123)	0	0	0	
	Actual (MIS Roster)	0	0	0	*0
	Pending**	0	0	0	
	% of Plan	N/A	N/A	N/A	

\*\* Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report.

Contract Administrator's Comments:

**Family Service Agency of San Francisco (FSASF) is not recommended for continued funding. There is no longer a need to subcontract these services.**

This is a 12 month subcontract in the amount of \$125,000; analysis is based on data from July 1, 2001 to March 31, 2002. FSASF is contracted to provide services to the resilient CalWORKs families who must work to overcome significant barriers that limit their success. Training emphasis is on

*(Continued on back)*

intensive outreach to re-engage individuals at-risk of being sanctioned (a reduction of cash aid) or currently being sanctioned, and to re-engage them into the CalWORKs program. These barriers are addressed through intensive case management, assessment of skills and interests and working with the client's ES to assist the client in having her/his sanction lifted. Once a participant's sanction is lifted, services including Orientation, Life Management, Job Readiness, Work Experience, Case Management and Supportive Services will be available to the participant when needed.

FSASF is contracted to engage twenty-five (25) participants to help with having their sanction lifted by re-engaging them back into CalWORKs or obtaining an exemption from participation in Welfare-to-Work.

FSASF had difficulty preparing monthly invoices. Invoices from July 2001 thru February 2002 were returned to FSASF for correction and have not been resubmitted to PIC. FSASF has no enrollment and is not required to submit Monthly Attendance and Progress Reports to the Department of Human Services.

FSASF's attendance at required Bi-Monthly WtW Advisory Committee Meetings and program category quarterly meetings has been poor. Improvement is needed in this area.

**LEGAL SERVICES**  
**ATTACHMENT #4**

Programs in this category are intended to provide legal assistance to CalWORKs and PAES participants to address certain legal barriers they face to securing or retaining employment. Such legal barriers may include, but are not limited to: suspended drivers license, felony conviction (record expungement), child support, domestic violence, housing, public benefits, access to health care, immigration, and other legal problems that may interfere with job retention.

SUBCONTRACTOR:  
BAY AREA LEGAL AID

**Legal Assistance**

Subcontractor		Percentage of Resolution Goal	Recommendation
#69	Bay Area Legal Aid	85%	\$165,170

## Quarterly Statistics and Recommendations

### Legal Services Component

Subcontractor Name: Bay Area Legal Aid

Program Name: Legal Barriers to Employment Project

Subcontract Number: 313A926T1/313A905T1/313H801T9 #69

Activity: Supportive Services

Start Date: July 1, 2001

Time Period: 10 mos (of 12 mos subcontract)

*\*includes April 2002 data*

<i>Legal Services Component</i>		<i>1st Quarter</i>	<i>2nd Quarter</i>	<i>3rd Quarter</i>	<i>4th Quarter</i>
Expenditure	<i>Plan (Approved Budget)</i>	41292	82585	123877	
	<i>Actual</i>	36074	65972	105524	
	<i>% of Plan</i>	87%	80%	85%	
Resolutions	<i>Plan</i>	5	18	20	
	<i>Actual (MIS Roster)</i>	4	20	17	*24
	<i>Pending**</i>			5	*0
	<i>% of Plan***</i>	80%	90%	85%	

*\*\*Pending is defined as the number of documents submitted to PIC by the Subcontractor as of the report quarter that have not yet appeared on the MIS report. \*\*\*Due to the nature of the program, his agency's subcontract did not require the WtW 123.*

Contract Administrator's Comments:

**Bay Area Legal Aid (BALA) is recommended for continued funding with a cost reimbursement subcontract in the amount of \$165,170.**

Their current subcontract is 12 months in duration in the amount of \$165,170; analysis is based on data from July 1, 2001 to April 30, 2002.

Bay Area Legal Aid (BALA) operates a Supportive Services program with a special emphasis on resolution of legal barriers to employment.

BALA is contracted to assist eighty (80) participants, with a 60% resolution rate for those who obtain legal services. Their current resolution rate far exceeds this requirement.

This agency has experienced some problems with enrollment and status change paperwork, as well as timely submission of invoices. BALA is now, however, current on all invoicing. Due to the nature of their program, BALA is not required to submitted Attendance and Progress Reports to the Department of Human Services.

BALA has an excellent record of attendance at all Welfare-to-Work related meetings.



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**MEMORANDUM**

**TO:** PROGRAM RESOURCES COMMITTEE

**DATE:** MAY 28, 2002

**FROM:** PAMELA S. CALLOWAY, PRESIDENT

**SUBJECT:** RECOMMENDED TRAINING SUBCONTRACTS, WIA ADULT FORMULA ALLOCATION, PROGRAM YEAR 2002-2003 (Agenda Item 5)

The Program Resources Committee is asked to consider options for third year funding of Workforce Investment Act training subcontracts for Program Year 2002-2003.

**BACKGROUND**

Earlier this year, your Committee desired a close examination of 21-month performance of WIA Adult subcontractors and, if any were found wanting, to reduce or release them in order to create a fund for new initiatives. Several meetings included agenda items to this purpose:

1. On Nov. 8, 2001, your Committee with the Research and Evaluation Committee established a working group to explore utilizing some portion of the WIA Adult Formula funds to purchase training services using Individual Referral (IR) or Customized Training and to be known as the "New Initiatives" fund;
2. On Feb. 5, 2002, your Committee reviewed staff's "Planning Considerations" for WIA, describing various planning options, evaluation periods, committee roles, and an anticipated sequence of events in the development of a new annual training budget for Adult formula funds;
3. On Feb. 7, 2002, the Research & Evaluation Committee set criteria for acceptable subcontractor performance and charged staff to use the agreed-upon criteria in preparing its recommendations for continuing contracts with WIA training funds;
4. On Mar. 26, 2002, the State Employment Development Department released WIA allocations for San Francisco and for other local areas in California;
5. On Apr. 2, 2002, the working group (see item 1 above) made policy recommendations to your Committee on the use of IR or Customized Training to be developed with New Initiatives funds, if any;
6. On April 24, 2002, the One Stop Committee met to discuss a strategic distribution of WIA funds. Finding that it could not proceed without more information, it requested summary expenditure reports from all WIA activities for a subsequent meeting; and
7. On May 14, 2002, your Committee reviewed staff's Adult subcontractor evaluation materials, without specific contractor dollar recommendations, due to the absence of a strategic budget.



## STATUS OF STRATEGIC BUDGETING

At its meeting of May 22, 2002, a quorum of One Stop Committee members met for a second time to discuss and act upon a WIA strategic budget. After a spirited discussion, it authorized staff to prepare a pair of recommendations for your consideration. In each of its two scenarios, it desires to include a \$500,000 budget item for developing the One Stop system's technology infrastructure.

However, the One Stop Committee meeting on May 22 concluded without a clear action. It will meet again on May 29. As these recommendations are written, no final decision on WIA's strategic budget has been made or presented to the Executive Committee for approval.

## SUMMARY OF STRATEGIC OPTIONS

In staff's view, the only acceptable course of action under the circumstances is to provide you with the information and options that were at the center of the discussion at the May 22<sup>nd</sup> meeting of the One Stop Committee. In this spirit, staff has prepared four possible funding scenarios. The first two reflect the One Stop Committee's express desire to fund a \$500,000 system technology initiative with WIA formula funds, and the second two represent similar scenarios, excluding the technology cost, for comparison.

In scenarios #1 and #2, \$162,021 is set aside from the Adult allocation for a technology initiative, with additional set asides from the Youth and Dislocated Worker formula allocations making up a total of \$500,000. The difference between Scenario #1 and Scenario #2 is the amount reserved for One Stop Compliance (10% versus 15%).

	Scenario #1		Scenario #2	
PIC Administration	10%	201,269	10%	201,269
Program Management & Operation	15%	301,904	15%	301,904
One Stop System Support	10%	201,269	15%	301,904
One Stop Technology Dev. (\$500k)	8%	162,021	8%	162,021
Training and Participant Support	57%	1,146,229	52%	1,045,594
Total WIA Adult, PY'02	100%	2,012,692	100%	2,012,692

Scenarios #3 and #4 are provided for comparison and do not include the technology reserve. The difference between the scenarios is again the amount reserved for One Stop Compliance (10% versus 15%). In staff's view, these two additional scenarios help clarify the tradeoffs involved in devoting funds to technology versus devoting funds to training.

	Scenario #3		Scenario #4	
PIC Administration	10%	201,269	10%	201,269
Program Management & Operation	15%	301,904	15%	301,904
One Stop System Support	10%	201,269	15%	301,904
One Stop Technology Dev. (\$500k)	0%	0	0%	0
Training and Participant Support	65%	1,308,250	60%	1,207,615
Total WIA Adult, PY'02	100%	2,012,692	100%	2,012,692

## ATTACHMENTS

Attachment 1 details the four options with staff recommended subcontract dollar amounts;  
Attachment 2 details Adult subcontractor performance for the 21 months ending 3/31/02, 2002;  
Attachment 3 graphs characteristics of enrolled participants for the same 21-month period.



Supplemental information:

1. Staff's recommendations for continued funding of the most effective subcontractors for Program Year 2002-2003 are based on the following criteria:
  - Actual number of enrollments compared to planned number of enrollments;
  - Actual number of placements compared to planned number of placements;
  - Placement rate (percent of exits that are placements);
  - Minimum proposed wage rate (for participants placed in jobs) compared to actual average wage rate achieved (dollar per hour);
  - Selected characteristics of participants served in comparison to proposed special target populations with multiple barriers; and
  - Actual expenditures compared to planned expenditures and other financial factors (i.e. audits, timely submission of invoices and other required paper work, etc).

As instructed by the Program Resource Committee, staff recognized that current year subcontractors have until the end of June to meet their subcontract goals and that their placement and exit goals may be low because many participants are still attending training or in a job search component. Therefore, staff's evaluation of performance data concentrated primarily on subcontractor enrollments of participants with multiple barriers, average wages attained, timely submission of invoices and other required paper work.

Subcontractors recommended for continued funding should receive the same level of funding as their current subcontract. All other subcontractors are recommended to remain on the Eligible Training Providers List (ETPL). However, in scenarios #1 and #2 (see Attachment 1), there are no funds remaining for New Initiatives. In scenarios #2 and #4, the Participant Support and OJT Set Aside Pools are not fully funded and if other funds are identified these pools will need to be replenished.

2. Some of the subcontractors recommended for continued funding have not cleared their second year or "subsequent eligibility" for the State's Eligible Training Provider List (ETPL). All service deliverers are required to be listed on the ETPL, and PIC will assist in any way possible to maintain widespread eligibility.

PIC Staff will attend your meeting of June 4, at the 33 Gough Community College Auditorium, to answer questions and provide additional information. If you have questions in advance of the meeting, please call Brenda Brown (923-4264) or Wes Dixon (923-4261).

Attachments and Enclosures

cc: All Subcontractors, Members, WIB Executive Committee



## Without Technology Funds

## Without Technology Funds

PY'2002 WIA Adult Budget Scenarios																	
		7/01/01-6/30/02	10% One Stop Operations			15% One Stop Operations			10% One Stop Operations			15% One Stop Operations					
Revenue: Total Allocation		\$	1,908,004	\$	2,012,692	Scenario 1			Scenario 2			Scenario 3			Scenario 4		
		\$		\$	2,012,692	\$	2,012,692	\$	2,012,692	\$	2,012,692	\$	2,012,692	\$	2,012,692	\$	2,012,692
Expense:																	
PIC Administration		\$	190,800	\$	201,269	10%	\$	201,269	10%	\$	201,269	10%	\$	201,269	10%	\$	201,269
Operation & Management Cost		\$	-	\$	301,904	15%	\$	301,904	15%	\$	301,904	15%	\$	301,904	15%	\$	301,904
One Stop System Support		\$	477,001	\$	201,269	10%	\$	201,269	10%	\$	201,269	10%	\$	201,269	10%	\$	301,904
One Stop System Technology		\$	-	\$	162,021	8%	\$	162,021	8%	\$	-	-	\$	-	-	\$	-
Computer & Office Technology																	
Goodwill Industries (GWI)		\$	18,168	\$	-		\$	-		\$	18,168		\$	18,168		\$	18,168
Mission Lang. & Voc. School (MLVS)		\$	86,945	\$	86,945		\$	86,945		\$	86,945		\$	86,945		\$	86,945
Intercultural Institute of California (IIC)		\$	102,350	\$	102,350		\$	102,350		\$	102,350		\$	102,350		\$	102,350
San Francisco Vocational Services (SFVS)		\$	52,959	\$	52,959		\$	52,959		\$	52,959		\$	52,959		\$	52,959
Constructions & Cabinet Making																	
Asian Neighborhood Design (AND)		\$	67,671	\$	67,671		\$	67,671		\$	67,671		\$	67,671		\$	67,671
Young Community Developers (YCD)		\$	65,666	\$	65,666		\$	65,666		\$	65,666		\$	65,666		\$	65,666
Food Preparation Service																	
Haight Ashbury Food Program (HAFFP)		\$	47,693	\$	47,693		\$	47,693		\$	47,693		\$	47,693		\$	47,693
Ella Hill Hutch Community Center (EHH)		\$	43,375	\$	-		\$	-		\$	-		\$	-		\$	-
Health Careers																	
Self Help for the Elderly (SHE-HHA)		\$	34,652	\$	34,652		\$	34,652		\$	34,652		\$	34,652		\$	34,652
Arriba Juntos (AJ)		\$	96,906	\$	96,906		\$	96,906		\$	96,906		\$	96,906		\$	96,906
Housekeeping																	
Self-Help for the Elderly (SHE)		\$	156,401	\$	156,401		\$	156,401		\$	156,401		\$	156,401		\$	156,401
Job Readiness Training																	
The Family School (TFS)		\$	51,018	\$	-		\$	-		\$	51,018		\$	51,018		\$	51,018
On-the-Job Training																	
No. Calif. Service League (NCSL)		\$	84,705	\$	84,705		\$	84,705		\$	84,705		\$	84,705		\$	84,705
Arriba Juntos (AJ)		\$	84,277	\$	84,277		\$	84,277		\$	84,277		\$	84,277		\$	84,277
Jewish Vocational Service (JVS)		\$	26,194	\$	-		\$	-		\$	-		\$	-		\$	-
Swords to Plowshares (STP)		\$	65,461	\$	-		\$	-		\$	-		\$	-		\$	-
Sub-Total		\$	1,084,441	\$	880,225		\$	880,225		\$	880,225		\$	949,411		\$	949,411
OJT Set Aside Pool (Employer Reimbursements)		\$	175,000	\$	133,002		\$	82,684		\$	133,002		\$	133,002		\$	82,684
Part. Support Pool ( Transportation, Childcare)		\$	153,303	\$	133,002		\$	82,685		\$	133,002		\$	133,002		\$	82,685
I.R. Pool - New Initiative Fund		\$	-	\$	-		\$	-		\$	-		\$	92,835		\$	92,835
Total Training Cost		\$	1,412,744	\$	1,146,229	57%	\$	1,045,594	52%	\$	1,308,250	65%	\$	1,207,615	60%	\$	2,012,692
PY2001 Carry-in Funds = \$172,541		\$	2,080,545	\$	2,012,692	100%	\$	2,012,692	100%	\$	2,012,692	100%	\$	2,012,692	100%	\$	2,012,692

Total Participants Enrolled =

302

237

237

285

285

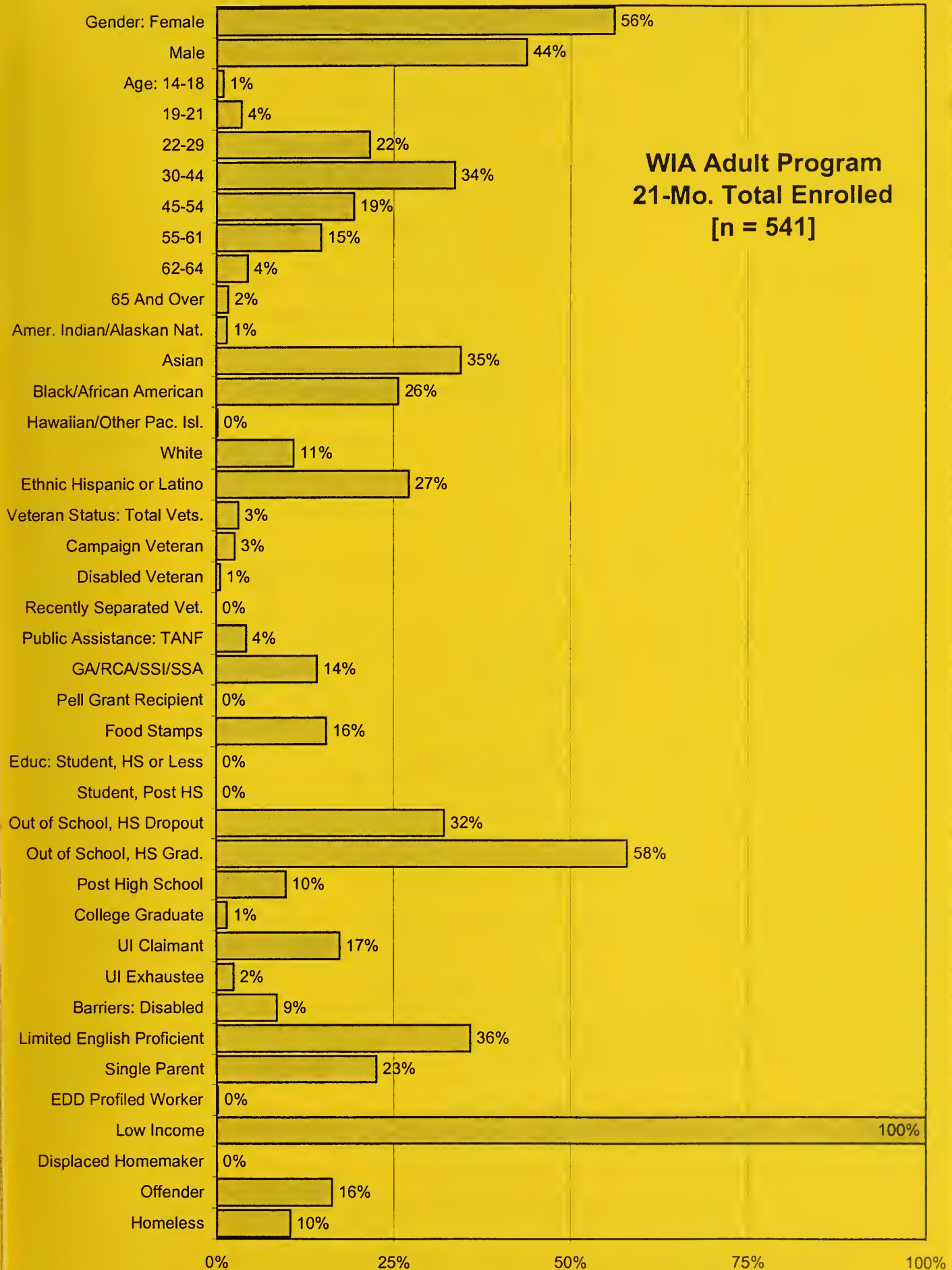


Workforce Investment Act Adult Subcontractors  
Twenty-One Months Performance: July 1, 2000 - March 31, 2002

Attachment 2

	Budget & Expenditures		Enrollments			Placements			Exits that are Placements			Average Wage	
	Plan	Actual	%	Plan	Actual	%	Plan	Actual	%	Total Exits	# Placements	Plan	Actual
Subcontractors													
Computer Skills													
Goodwill Industries Inc.	\$37,595.00	\$25,195.00	67%	20	17	85%	13	3	23%	10	3	\$7.00	\$11.98
International Inst.of CAV/KCI	\$211,795.00	\$187,647.00	89%	46	63	137%	39	21	54%	35	21	\$6.75	\$11.12
Mission Lang. & Voc. School	\$184,818.00	\$158,273.00	86%	58	62	107%	28	17	61%	41	17	\$8.50	\$10.13
S.F. Vocational Services	\$109,589.00	\$108,065.00	99%	20	21	105%	9	6	67%	12	6	\$7.00	\$8.85
Const./Cabinet Making													
Asian Neighborhood Design	\$140,033.00	\$131,678.00	94%	40	42	105%	22	15	68%	24	15	\$7.00	\$16.73
Young Community Developers	\$135,884.00	\$120,904.00	89%	26	23	88%	23	19	83%	23	19	\$7.00	\$15.46
Food Service													
Ella Hill Hutch Community Ctr.	\$89,756.00	\$73,340.00	82%	20	10	50%	11	1	9%	5	1	\$7.00	\$8.50
Haight Ashbury Food Program	\$99,323.00	\$83,736.00	84%	16	15	94%	5	4	80%	7	4	\$9.00	\$9.13
Health Careers													
Arriba Juntos	\$207,390.00	\$167,014.00	81%	49	48	98%	30	35	117%	39	35	\$8.50	\$13.51
Self Help for the Elderly	\$71,707.00	\$62,788.00	88%	17	17	100%	10	11	110%	11	11	\$8.00	\$9.23
Housekeeping													
Self Help for the Elderly	\$317,368.00	\$282,275.00	89%	87	87	100%	56	60	107%	60	60	\$7.00	\$8.30
Job Readiness													
The Family School	\$106,173.00	\$75,452.00	71%	25	18	72%	14	6	43%	6	6	\$7.00	\$9.85
On-the-Job Training													
Arriba Juntos	\$177,827.00	\$139,609.00	79%	49	53	108%	32	32	100%	37	32	\$8.00	\$9.85
Jewish Vocational Service	\$54,904.00	\$43,529.00	79%	15	7	47%	9	3	33%	4	3	\$8.00	\$11.36
No. California Service League	\$180,956.00	\$139,401.00	77%	42	46	110%	28	26	93%	31	26	\$7.00	\$10.78
Swords to Plowshares	\$137,491.00	\$90,099.00	66%	34	12	35%	27	6	22%	9	6	\$7.00	\$12.51
Totals	\$2,262,609.00	\$1,889,005.00	83%	564	541	96%	356	265	74%	354	265		







# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING OF THE

### WORKFORCE INVESTMENT SAN FRANCISCO BOARD'S PROGRAM RESOURCES COMMITTEE

DOCUMENTS DEPT.

JUL 31 2002

SAN FRANCISCO  
PUBLIC LIBRARY

**Date:** Tuesday, August 6, 2002  
**Time:** 10:00 a.m. – Noon  
**Location:** Auditorium  
Community College District Office  
33 Gough Street  
San Francisco CA 94103

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, [www.picsf.org](http://www.picsf.org).

#### AGENDA APPEARS ON THE REVERSE SIDE

#### KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: [donna\\_hall@ci.sf.ca.us](mailto:donna_hall@ci.sf.ca.us)

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at <http://www.sfgov.org/bdsupvrs/sunshine.htm>

#### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.



If you require special accommodation due to a disability, please call Roberta Fazande at 415-923-4265 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

Issued: Monday, July 29, 2002

**PROPOSED AGENDA  
PROGRAM RESOURCES COMMITTEE OF THE WISF BOARD  
TUESDAY, AUGUST 6, 2002**

*Public Testimony will be taken throughout the meeting*

1. Adoption of the Agenda ( <i>Action Item</i> )
2. Approval of draft minutes of the June 4, 2002 meeting ( <i>Action Item</i> )
3. Staff Recommendations for Year Seven Funding of the Homeless Employment Collaborative ( <i>Action Item</i> )*
4. Staff Recommendations for Refugee County Plan Goals and FFY 2002 Refugee Employment Social Services (RESS) and Targeted Assistance (TA) Formula Funds ( <i>Action Item</i> )*
5. Budget Adjustment, Workforce Investment Act (WIA) Adult Formula, Program Year 2002 - 2003 ( <i>Action Item</i> )*
6. Presentation: Employer-Provided Training (Information Item).
7. PRC Future Meeting Schedule and Agenda Items (Discussion Item)*
8. Public Testimony on Non-Agenda Items (Discussion Item)
9. Adjournment ( <i>Action Item</i> )

\*Information enclosed.



PRIVATE INDUSTRY COUNCIL  
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opportunities

MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE DATE: JULY 26, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT *delegation for PSC*

SUBJECT: STAFF RECOMMENDATIONS FOR YEAR SEVEN (OCTOBER 1, 2002 to SEPTEMBER 30, 2003) OF THE HOMELESS EMPLOYMENT COLLABORATIVE (Agenda Item # 3)

BACKGROUND

On May 15, 2002 the WISF Board approved evaluation criteria for determining Year Seven funding for the ten (10) existing HEC subcontractors. In summary these criteria were:

1. HEC subcontractors' program performance would be judged on the basis of the results accomplished in the first nine months of Year Six (October 1, 2001 to June 30, 2002).
2. Nine-month data on actual outcomes versus planned nine-month contract goals would be reviewed. Data of the HEC subcontractors' performance for the previous twelve-month period (Year Five) would also be available.
3. The target acceptable program performance would be 70% of the sum of the subcontract goals scheduled to be accomplished by June 30, 2002.
4. In addition, the HEC subcontractors would present to your committee a Self-Evaluation Report (the contents of which were to be determined with their consultation) to explain their program and their achievements or lack thereof.

BUDGET CONSIDERATIONS

The approved HEC budget for Year Six is:

DHS Administration .....	\$25,260	(2.4%)
PIC Administration .....	\$25,260	(2.4%)
PIC Personnel Costs (1.5 fte) .....	\$98,005	(9.2%)
PIC Operating Costs .....	\$2,278	(0.2%)
HEC Subcontractors .....	\$843,770	(79.5%)
Arriba Juntos .....	\$148,261	
Catholic Charities, St. Joseph's Village .....	\$24,651	
Central City Hospitality House .....	\$69,569	
Community Housing Partnership .....	\$102,974	
Episcopal Community Services .....	\$143,935	
Goodwill Industries .....	\$47,326	
Mission Hiring Hall/SOMECE .....	\$72,225	
No. California Service League .....	\$112,050	
Swords to Plowshares .....	\$78,019	
Toolworks Inc.....	\$44,760	
HEC Participant Support .....	\$66,326	(6.3%)
Total:	\$1,060,899	(100%)

## RECOMMENDATIONS

The data reported, verified and recorded as of June 30, 2002, for the current HEC subcontractors in regard to actual results versus planned nine-month goals indicates the following (please see the attached nine-month spread sheet on green paper as well as the twelve-month spread sheet on blue paper for specific details):

<u>Subcontractor</u>	<u>Percent of Plan</u>
Arriba Juntos.....	<b>92%</b>
Catholic Charities, St. Joseph's Village .....	<b>71%</b>
Central City Hospitality House.....	<b>100%</b>
Community Housing Partnership.....	<b>83%</b>
Episcopal Community Services .....	<b>86%</b>
Goodwill Industries.....	<b>87%</b>
Mission Hiring Hall/SOMECH .....	<b>116%</b>
No. California Service League .....	<b>102%</b>
Swords to Plowshares.....	<b>79%</b>
Toolworks Inc.....	<b>81%</b>

As you can see, three subcontractors achieved or exceeded their nine-month subcontract goals and seven reached or exceeded the target 70% acceptable performance standard. The Collaborative as a whole achieved **91%** of its nine-month combined subcontract goals. Attached are the subcontractors' Self-Evaluation Reports for your consideration and deliberations.

**PIC staff recommends** that since the HEC subcontractors reached or exceeded the target 70% acceptable performance standard, all ten be funded for Year Seven at the same level that they were funded for in Year Six as indicated in the budget presented above.

**PIC staff recommends** that the entire Year Six budget as indicated above be approved for Year Seven.

The breakdown for each agency of planned goals versus actual results for the nine-month period of Year Six as well as the twelve-month period of Year Five are attached for your information.

Attachments

cc: HEC Subcontractors  
PIC Staff

HEC YEAR SIX  
NINE MONTH PROGRAM PERFORMANCE  
October 1, 2001 to June 30, 2002

HEC Subcontractor	ENROLMENTS			PLACEMENTS			POS. TERMINATIONS			TOTAL		
	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	Plan	% of Plan
Arriba Juntos	68	68	100.00%	26	32	81.25%	6	9	66.67%	100	109	91.74%
Catholic Charities St. Joseph's Village	20	30	66.67%	7	10	70.00%	2	1	200.00%	29	41	70.73%
Central City Hospitality House	28	24	116.67%	2	6	33.33%	3	3	100.00%	33	33	100.00%
Community Housing Partnership	57	66	86.36%	20	34	58.82%	11	6	183.33%	88	106	83.02%
Episcopal Community Services	62	63	98.41%	2	7	28.57%	18	25	72.00%	82	95	86.32%
Goodwill Industries	25	25	100.00%	5	7	71.43%	2	5	40.00%	32	37	86.49%
Mission Hiring Hall/SOMECE	33	31	106.45%	18	14	128.57%	6	4	150.00%	57	49	116.33%
No. California Service League	75	75	100.00%	52	44	118.18%	4	10	40.00%	131	129	101.55%
Swords to Plowshares	30	33	90.91%	11	20	55.00%	1	0	NA	42	53	79.25%
Toolworks, Inc.	13	12	108.33%	4	8	50.00%	0	1	0.00%	17	21	80.95%
Total HEC	411	427	96.25%	147	182	80.77%	53	64	82.81%	611	673	90.79%



HEC YEAR FIVE  
TWELVE MONTH PROGRAM PERFORMANCE  
October 1, 2000 to September 30, 2001

HEC Subcontractor	ENROLMENTS			PLACEMENTS			POS. TERMINATIONS			TOTAL		
	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	Plan	% of Plan	Actual	Plan	% of Plan
Arriba Juntos	65	65	100.00%	18	35	51.00%	8	10	80.00%	91	110	83.00%
Catholic Charities St. Joseph's Village	27	30	90.00%	13	16	81.00%	4	2	200.00%	44	48	92.00%
Central City Hospitality House	30	25	120.00%	7	7	100.00%	3	7	43.00%	40	39	103.00%
Community Housing Partnership	70	75	93.00%	36	42	86.00%	5	18	28.00%	111	135	82.00%
Episcopal Community Services	72	75	96.00%	2	10	20.00%	51	35	146.00%	125	120	104.00%
Goodwill Industries	25	25	100.00%	7	13	54.00%	5	5	100.00%	37	43	86.00%
Mission Hiring Hall/SOMECE	29	30	97.00%	13	18	72.00%	5	6	83.00%	47	54	87.00%
No. California Service League	108	100	108.00%	73	55	133.00%	10	15	67.00%	191	170	112.00%
Swords to Plowshares	20	40	50.00%	19	25	76.00%	0	2	0.00%	39	67	58.00%
Toolworks, Inc.	12	15	80.00%	8	11	73.00%	0	1	0.00%	20	27	74.00%
Total HEC	458	480	95.00%	196	232	84.00%	91	101	90.00%	745	813	92.00%



## **HEC YEAR SIX SELF-EVALUATION REPORTS**





PRIVATE INDUSTRY COUNCIL  
*of San Francisco, Inc.*

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employment  
opportunities*

**MEMORANDUM**

**TO:** HEC SUBCONTRACTORS **DATE:** JUNE 14, 2002

**FROM:** JIM KENNEDY, HEC PROGRAM COORDINATOR JK

**SUBJECT:** HEC YEAR SIX SELF- EVALUATION REPORT

The PIC staff is preparing to make recommendations on August 6, 2002 to the Program Resources Committee (PRC) of the Workforce Investment San Francisco Board for funding for the HEC Year Seven Program. Please submit a Self-Evaluation Report on your agency stationery, addressing the topics below, on or before July 25, 2002 and limit your response to no more than three pages.

1. **PROGRAM DESIGN:** Describe how your program is designed specifically for the segment of the homeless population your agency serves and your agency's history and experience with this kind of program and this particular population.
2. **RECRUITMENT:** Discuss any successes and/or challenges you have encountered in recruiting homeless individuals for your HEC program.
3. **JOB PLACEMENT AND OTHER POSITIVE TERMINATIONS:** Discuss any successes and/or challenges you have encountered in achieving positive outcomes for your participants, particularly job placements and enrollment into advanced training programs.
4. **YEAR SIX SUBCONTRACT GOALS:** Discuss your nine-month actual outcomes compared to your nine-month planned contract goals for enrollments, placements and other positive terminations.
5. **THE COLLABORATIVE:** Please describe the nature of your program's collaboration with the other HEC member agencies.
6. **OTHER COMMENTS:** Include any other comments or suggestions you would like to make regarding your HEC program.

Submitted by agency representative: \_\_\_\_\_





1850 Mission Street • San Francisco, California 94103-3599 • [www.arribajuntos.org](http://www.arribajuntos.org)  
Telephone (415) 487-3240 • Fax (415) 863-9314 • E-Mail [info@arribajuntos.org](mailto:info@arribajuntos.org)

## **HEC YEAR SIX SELF-EVALUATION REPORT**

October 1, 2001 – June 30, 2002

### **1. PROGRAM DESIGN**

Arriba Juntos, Automated Office Skills training program is designed to provide computer training, case management, supportive and placement services to sixty-eight (68) low income, homeless, or formerly homeless individuals to prepare them for employment, to return to school, or to enroll and participate in an occupational/vocational training program.

The AOST is a 10-week training program that meets Monday through Friday from 9:00 am to 4:00 pm. Classes are arranged so that the students are involved in the following activities: work readiness/life skills workshops, computer training, typing tutoring, job preparation workshops, job search activities and placement. The classes enforce a strict attendance and tardiness policy, mimicking the demands of the workplace.

During and after training our case managers meet with participants to mitigate barriers to success that often take the form of childcare, transportation, housing and even substance abuse and mental health issues.

When our participants are ready to seek employment, the case manager and employment specialists begin an individualized placement plan to target the best job opportunities. The participants are expected to contribute with these job search activities, searching the newspaper, the Internet, faxing resumes, setting up interviews, and calling employers.

Once the participant is placed, case managers keep close contact with employers and students, in order to ensure that participants retain their job and to assist in the eventual advancement of their careers. After our participants find employment, they will receive up to three months of job retention and supportive services to ensure that they stay in the work force. We encourage graduates to continue upgrading their skills after gaining employment and continue to utilize Arriba Juntos' resources.

### **2. RECRUITMENT**

Recruitment for this program has been relatively easy. Attracting interested participants is not a problem, often however getting the required paperwork to verify housing status and/or proof of public assistance in a timely manner is more difficult. In most cases, our participants' social workers are very supportive and helpful in providing all necessary documentation in a timely manner. Our recruitment efforts generated enrollment at or near target levels during the five cycles covered by this contract period. During each recruitment cycle, we conduct outreach to various shelters, social services agencies, program and job fairs, on the street, and direct distribution of information at neighborhood events. The outreach workers are very effective in their outreach efforts. They are able to identify with prospective participants and establish rapport with target group; maintain a trusting relationship with participant; counsel them on the

importance of work preparation and education. They will effectively encourage the participant to begin the intake and training process.

A throughout assessment is carried out in order to aim for the hard to get groups such as people with unstable housing who have no phones to contact them, formerly homeless and homeless people (homeless high school dropouts, homeless residing in supportive housing, homeless who are ethnic minorities, homeless parents with children, homeless public assistance recipients, homeless ex-offenders, homeless veterans and the disabled homeless).

### **3. JOB PLACEMENT AND OTHER POSITIVE TERMINATIONS**

Once participants are ready to find employment, the employment specialists and case managers work together to develop an individualized placement and retention plan.

The employment component of the AOST program has been tremendously affected after the September 11<sup>th</sup> attack. Many unemployed over-qualified people were hired for entry-level positions due to the high unemployment rate and the demand for skilled workers. We have encountered challenges in achieving positive outcomes, particularly job placements, since people that were laid off from their jobs were taking entry-level job positions and leaving our participants with less job opportunities in the market.

Thus far, our employment specialists are doing a great job to overcome those challenges, by assisting in job fairs with our students, participating in presentations, making employer contacts and advertising our agency as a source of good candidates for available jobs. The case manager, employment specialist and the computer instructors strive to encourage our students to obtain any kind of employment at the beginning, such as temporary, part-time, weekends, and full-time jobs, in order to obtain experience, since some of them had never worked or had worked in a different area than the office.

In many opportunities, the employment specialist sets up a date for the employer to meet with prospective candidates and interview any of them right on the spot. This job placement approach helps us promote our graduates and introduces them to the real workforce world. Enrollment into advanced training programs has been somewhat easy to accomplish. Some of our students are encouraged to take a step forward in their education and advancement in their careers by taking advanced computer classes such as A+ (computer repair), Web design, and Streaming media; advanced English classes at a community college or another occupational/vocational training program such as medical assistant, computer programming, and graphics design, to mention a few.

### **4. YEAR SIX SUBCONTRACT GOALS**

Our nine-month (October 1, 2001 – June 30, 2002) actual outcomes have reached our nine-month planned contract goals as follows:

Thus far, we have accomplished 100% of the enrollment goal for the year with 68 participants in five training cycles. We have accomplished 26 of the 32 placements, and 6 of the 9 other positive terminations. Overall, we are pleased with our successful accomplishment of 92% (100 out of the planned total of 109 enrollments, placements and other positive terminations).

The fourth cycle with 10 students that just finished the training program are in the placement phase at this moment. We still have one more cycle with 13 students currently attending

classes. For now we will concentrate our efforts in placement services for our next graduates. We are working hard to reach our contractual goals for the year that ends on September 2002.

## **5. THE COLLABORATIVE**

The Homeless Employment Collaborative (HEC) is PIC's employment training program for the city's homeless. The HEC subcontractors collaborate among each other in an effort to fulfill our clients' needs. We meet every second Tuesday of the month to discuss and solve issues that may affect our homeless clients; find ways to improve our services; share programs information in order to find out about the various services that each agency offers.

Our collaboration works through referrals, and facilitating the precise information is important for our clients to be served in a quick and effective way. All agencies maintain an effective and professional communication among each other.

Among some of the agencies from the collaboration that we have referred our clients to are the following:

Catholic Charities, St. Joseph's Village. For childcare services, family emergency shelter

Community Housing Partnership. For housing services

Goodwill Industries of San Francisco. For computer training programs, career advancement center


Swords to Plowshares. For emergency shelter, and referrals to homeless veterans, residential programs, rehabilitation and counseling to veterans in need

Mission Hiring Hall. For hospitality training and construction administration.

## **6. OTHER COMMENTS**

It has been a great year for us, despite the economic crisis that our country faced last year. Our staff has worked hard in order to develop an effective placement system to put our participants to work and/or further their education by taking another vocational training. There is a big necessity in the homeless population for a vocational training that will provide them with the basic tools to begin their career ladder and become successful and self-sufficient. We are glad our participants find our training helpful and are able to find employment, and afford better housing.

Currently, the number of clients who are interested in the AOST program is increasing, and our greatest concern is the inability to enroll all of them in the program, due to lack of funds. There is a great effort throughout the agency to continue seeking more funds.

Submitted by agency representative: 



## Catholic Charities

Archdiocese of San Francisco

## Catholic Youth Organization

St. Joseph's Family Center

220 10th Street, San Francisco, California 94103

Tel: 415-575-4920 Fax: 415-551-1262



1. **PROGRAM DESIGN:** Describe how your program is designed specifically for the segment of the homeless population your agency serves and your agency's history and experience with this kind of program and this particular population.

St. Joseph's Family Center is an emergency shelter for homeless families that has been operating in San Francisco since 1997. The main goal of St. Joseph's is to assist the family with the huge task of moving from homelessness to permanent housing. Within this process, all aspects of the family must be discussed and all major issues must be addressed. It is often difficult to address all the issues within just six months, so often we must prioritize. In collaboration with the Department of Human Services and the city and county of San Francisco it was determined that placing families in permanent housing was the top priority. With housing costs skyrocketing, welfare payments decreasing, and huge waiting lists for public housing, St. Joseph's found that gaining financial stability through employment was one of the few options left for struggling families. So in 1999 St. Joseph's joined the Homeless Employment Collaborative (HEC) and received a Job Developer to work 20 hours per week, at the shelter, to assist the adult family members in finding employment, training, or educational options in the pursuit of increased income in order to gain permanent housing.

The Job development program at St. Joseph's is designed to be flexible to meet the individual needs of each participant. For example, if the participant has a two-year-old child we must first find day care for the child before we can start looking for employment. Also, if a child is attending school we often need to find an after school program so the parent can work until 5 or 6pm. St. Joseph's has a Children's Activity Program that has extensive knowledge and experience with the day care system and the San Francisco School district so they can assist the Job Developer in referring the client to services for children of all ages. The Job Developer also coordinates with the Case Managers to identify other potential barriers to employment. The first level of barriers includes; obtaining identification, renewing medical prescriptions, appropriate clothing and personal hygiene, the second level of barriers includes; childcare, time and money management, and personal responsibilities such as being on time to appointments and following through with tasks. The third level of barriers includes; mental and physical health issues, substance abuse, and domestic violence or family relationship issues.

People with third level issues are most often not eligible for the Job Development program.

2. **RECRUITMENT:** Discuss any successes and/or challenges you have encountered in recruiting homeless individuals for your HEC program.

As the Homeless Employment Collaborative Job Developer for St. Joseph's Family Center, my office is located in the shelter on Howard St. in the South of Market area of San Francisco. Our recruitment process has been very successful because of the location of my office and the ongoing communication I maintain with the Case Managers. Before a client enters the program I discuss that client with the Case Manager to assess eligibility and client motivation. This communication also gives me a deeper understanding of the client and prepares me for any special needs the client may have. The Case Manager is also a great resource when problems arise during training or job placement. The challenge is finding clients who are ready to work. With homeless families it is often very difficult to find adequate day care or after school programs. There is a substantial amount of mental illness, physical disabilities, and drug addiction. St. Joseph's has earned the reputation of being a program with the skills to work with clients facing these difficult challenges. So with a maximum of six months to work with a client, other issues often take precedent over employment.

3. **JOB PLACEMENT AND OTHER POSITIVE TERMINATIONS:** Discuss any successes and/or challenges you have encountered in achieving positive outcomes for your participants, particularly job placements and enrollment into advanced training programs.

One challenge I continue to have with the current job market is a lack of low skills jobs and employers willing to train. With just six months at the shelter, many participants do not want to take the time to do an extensive training, they just want to work. I am also seeing many jobs that have a full page of requirements for a position that pays \$8.00 an hour. In terms of training, when I have a participant who is interested in training, San Francisco is blessed with a great variety of excellent training programs. I have had great success using the funding from the HEC/PIC program to pay union dues and buy tools to get a participant back in their union and getting good wages. Often the success occurs before the participant is placed in a job or training. The success occurs when the participant has gained the self-confidence and positive attitude knowing that they have the skills to get a job, write a resume, and complete an interview.

4. **YEAR SIX SUBCONTRACT GOALS:** Discuss your nine-month actual outcomes compared to your nine-month planned contract goals for enrollments, placements and other positive terminations.

Actual:	Enrollments 20	Placements 10	Positive Terminations 2
Planned:	Enrollments 30	Placements 7	Positive Terminations 1

6 out of the 20 participants moved out of the area 3 of those still got jobs the other 3 unknown. Due to the housing shortage in the city many people are leaving San Francisco, and once a participant leaves the city it is very difficult to maintain the Job Development plan. We have accomplished our goals for the past two years and I am very confident that we will meet our goals for this year as well.

**5. THE COLLABORATIVE:** Please describe the nature of your program's collaboration with the other HEC member agencies.

Each of the ten HEC Member agencies addresses a barrier to employment or offers a specialized training program, and it's a powerful resource to have access to these specialized services. For example, I have very little experience addressing the issues of homeless veterans, so having the resource of Swords to Plowshares creates a broader referral base and once both agencies are following the participant's progress it greatly increases her/his chances for success. The collaborative also meets once a month to exchange resources and get feedback or ideas about challenges within our programs.

**6. OTHER COMMENTS:** Include any other comments or suggestions you would like to make regarding your HEC program.

The challenge for the participant is living in a shelter. Shelter life is very difficult, there are a lot of rules to follow, there is always a wait for phones or laundry, the living conditions are small, and you're often surrounded by people you do not trust. These factors combined over time can be very stressful for the participant especially when there seems to be no housing options. But, despite these obstacles and many more, we are seeing more participants gain financial stability through employment, higher paying jobs and training programs or career changes. This program is vital to St. Joseph's Family Center.

The Job Developer Position at St. Joseph's Family Center is part time 20 hours per week.

St. Joseph's Family Center is a program of Catholic Charities.





# Hospitality House

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## HOMELESS EMPLOYMENT COLLABORATIVE (HEC) YEAR SIX SELF-EVALUATION REPORT

1. **PROGRAM DESIGN:** Formed in 1967, CCHH is a community-based organization located in the Tenderloin district of San Francisco. Its mission is to advocate policies and render services that promote personal growth and self-determination and facilitate economic self-sufficiency for homeless individuals and those at risk of homelessness. Besides employment skills development, the agency provides outreach, day-time drop-in services, case management, emergency shelter, meals, individual counseling and numerous support groups, and personal hygiene facilities and supplies. These services are provided through the Employment Program, Case Managed Shelter, the Tenderloin Self-Help Center, and the Community Arts Program. Hospitality House is a popular resource for homeless individuals as we serve over 5000 clients a year. All services are delivered using a peer based, harm reduction approach. Individuals who are often excluded from other programs can continue to access services here even during periods of active substance use. Strong efforts are also made to ensure that formerly homeless individuals make up a significant portion of our staff. Currently over 50% of our staff are formerly homeless.

CCHH has been providing employment related services since 1990 with employment services for adults beginning in 1995. The purpose of the CCHH Employment Program (EP) is to provide pre-employment training, employment counseling, supported employment opportunities and job placement for homeless and low-income people facing multiple barriers to employment. The program targets this disenfranchised population with understanding of, and sensitivity too, the multiple barriers they face. Typical barriers include mental health issues, substance use, lack of housing, a criminal backgrounds, poverty, low-self esteem, and the lack of basic resources necessary to become self-sufficient.

The Employment Program offers a full continuum of employment related services. We offer a **drop-In** Employment Resource Center (ERC) with computers, Internet access, phone, voice mail, fax, and job listings. The program also provides **scheduled** Pre-Employment workshops where participants attend for three weeks and then work individually with the EP staff to achieve an appropriate vocational next step. This appropriate next step may be placement into competitive employment. Supportive employment or additional training is often required because most of our clients have never been employed or have been unemployed for long periods of time. For this reason the EP is reinstating the transitional employment component of the program. By offering flexibility and choice (including both drop-in and scheduled services and appointments) we are able to maximize our resources and serve the needs of a broad spectrum of clientele.

The drop-in Employment Resource Center is open every Monday, Wednesday, and Friday from 9:00am-12:00pm. Participants utilize the ERC on a "first come first serve" basis. Here they can find job leads on the Internet and/or in binders (updated daily), consult with EP staff, work on computers to type cover letters & resumes, utilize typing tutorials, a telephone, fax machine, and photocopier for employment purposes.

Our three-week pre-employment workshop is offered on a cyclical basis (approximately every four weeks). Participants must come to the first workshop in order to be enrolled, and must attend each subsequent workshop in order to graduate. Sessions cover topics such as work values and appropriate etiquette on the job, cover letters and resumes, interviewing, and job retention. The workshops encourage participation and feedback and often include guest speakers. Graduates receive gift certificates to purchase interview clothing, professional image consultation, and meet with the employment staff during and after the workshops for individual vocational planning. Upon graduation they continue work with the

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**Homeless Adults - Tenderloin Artists - neighborhood Residents**

CCHH staff in order to move on to the next appropriate step such as competitive employment, supportive employment, or training program to further their skills.

Although we continue to rely heavily on the HEC, this year, the EP is reviving our “in-house” supportive employment piece. The transitional employment component provides paid training and work experience to participants who have completed the pre-employment workshops but need to acquire basic work experience or training before seeking competitive employment. Participants are provided one-day “spot jobs,” six to eight week temporary positions, or longer term internships, depending on their individual goals and needs. Transitional employment opportunities are provided on-site and through collaborations with other HEC agencies and businesses. It is critical to reinstate the transitional employment component to the program because it has a history of bridging the wide gap between the streets and a job. Most of the clients who have stayed in contact with us (and gone on to long-term employment and self-sufficiency) were former participants in what was once the Transitional Employment Project (TEP.) Successful graduates of the project include a current program director at CCHH, a line staff who has been employed with the agency for over two years, and two individuals who have secured management / supervisory positions outside the agency. All of these individuals faced multiple barriers to employment (including homelessness and substance use issues) when they entered the program. Because of the positive impact that the TEP has had on transforming the lives of so many of our participants, all of our agencies departments have made a commitment and are getting involved re-establishing the Transitional Employment Project.

Another program component is a six-week pre-employment/computer class where clients participate three days a week in a beginning computer class in addition to the pre-employment workshop classes described above. This allows clients to gain computer skills along with pre-employment skills, while being paid a weekly stipend (\$30) contingent upon successful completion of each week's requirements. An experienced computer instructor at Network Ministries (who is not an employee of CCHH) teaches the computer classes at the Network Ministries computer lab. This six-week program has been a popular component among participants.

The EP program offers other resources vital to securing employment including voice mail, bus tokens, and interview clothing for those who complete the three-week or six-week programs. These pre-employment resources help people gain the self-esteem and tools necessary to move forward.

**2. RECRUITMENT:** Due to the high volume of clients accessing services at CCHH, recruitment has never been a problem for us. Outreach is conducted on a weekly basis through flyers and presentations throughout the Tenderloin. The majority of our clients are recruited through presentations conducted “in-house” at the Tenderloin Self-Help Center, Hospitality House Shelter, and the Community Arts Program.

**3. JOB PLACEMENT AND OTHER POSITIVE TERMINATIONS:** Of the clients we worked with who were homeless when they entered the program, we succeeded in placing two individuals into long-term competitive employment (40% of our goal.) One individual was hired as a manager at Macdonald's restaurant. After six months he is still employed there. A 2<sup>nd</sup> individual was hired as a security guard. Due to an altercation in our shelter (where he was staying) he was 86'd from the shelter and lost his job shortly after. Currently he is participating in an outpatient alcohol treatment program. The employment program continues to work with and support him in his employment goals. Three individuals were placed into education and training opportunities. One individual obtained an internship within our agency, another is currently participating in the Haight Ashbury Food Program, and a third enrolled as a full-time student at City College. This same individual recently graduated from the 22 week HomeWORC training program.

Bridging the wide gap between the streets and a job is always a challenge. Due to the recent economic downturn, securing jobs for our clients has been even more challenging than in the past. Most of the individuals that are securing employment through our program are not HEC clients (because they

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**Homeless Adults – Tenderloin Artisans – neighborhood Residents**

are no-longer homeless and do not qualify) and are funded through other sources. Most of the individuals with stable housing previously worked with CCHH case management. Because securing and maintaining a job without stable housing is such a challenge for our client we are putting increased emphasis in the employment program on housing our clients.

**4. YEAR SIX SUBCONTRACT GOALS:** CCHH has reached 100% of our recruitment goals. Our goal was to enroll 24 individuals and we actually enrolled 28. CCHH has reached 40% of our placement goal. Our nine month goal was to place six individuals into long term competitive employment. We placed two individuals. Our goal for other positive terminations (training and education) was 3. We placed 3 (100% of our goal.) Our overall positive termination rate for the first 9 months was 100%.

**5. THE COLLABORATIVE:** As already stated, the majority of CCHH clients have multiple barriers to employment and face a long road ahead to getting a job. Most of what we offer here at CCHH could be considered a positive first step. What we offer is a taste of success, some fundamental skills, and hope for the future. What we do not offer is the advanced, concrete skills necessary for many positions in today's labor market. Several of the other members of HEC offer the training necessary to gain these skills. Toolworks has a janitorial training program and CHP has a Desk Clerk and Maintenance training program. Arriba Juntos and Mission Hiring Hall both offer advanced computer training. Over the years, many of our most successful clients have participated in these training programs and they continue to be a valuable resource for us. CCHH also attends the monthly HEC meeting where we participated in writing a Street Sheet article about our services and are currently participating in the strategic planning for next year. The HEC has provided a platform for promoting the value of employment services for homeless people in San Francisco. The HEC has also provided needed leadership, focus, and exposure for the needs of homeless people in San Francisco.

**6. OTHER COMMENTS:** As stated housing is a crucial variable when it comes to success on the job. For this reason the CCHH Employment Program has become very active in finding our clients housing. We are currently participating in the CCHH Housing Forum, a six week workshop and discussion group on the "ins and outs" of housing in San Francisco. We are also part of a weekly clinic to get our clients onto the Shelter + Care waiting list (that recently opened for the first time in two years). So far CCHH has completed nearly 100 applications. Last year we participated in the Section 8 clinic. This year, most of our clients who are getting housing participated in last years Section 8 clinic.

Submitted by agency representative: Luther Richert, Employment Program Director





## HEC Year Six Self-Evaluation Report

### 1. PROGRAM DESIGN:

Our program was designed specifically for those homeless individuals and families who were living on the streets, in treatment programs or in shelters, but are now living in permanent, supportive housing. This has been our target population since the beginning of our participation of the HEC since that is whom the Community Housing Partnership (CHP) serves. The design of our program meets the needs of supportive housing tenants because it is customized and flexible to each individual; it is 5 months in length which gives individuals the chance to explore various vocational goals; participants have access to numerous staff with various functions which broadens the types of information and skills available to them; and the design is focused on meeting all individuals where they are in their own vocational growth, and then moving ahead with them. This means each individual's training experience is unique based on personal interests and pace of growth.

The CHP has been in existence for 12 years, and has had vocational and employment opportunities available to its tenants since its inception. Homeless or formerly homeless individuals were involved in the creation of the original waiting list for our housing, in the construction rehab of each of our buildings, as original and current staff in our organization, and in any new program development. Our mission statement insists on the creation of economic development and employment opportunities for tenants, homeless and formerly homeless people in every possible aspect of the organization, and thus it is seen as a major priority. The CHP have been a member of the HEC for 7 years, and prior to that had a Title III Contract with the PIC for 3 years.

### 2. RECRUITMENT:

#### *Successful recruitment:*

In the past year, CHP sponsored a "The Festival of Opportunities", which was a one-day job and resource fair. In the morning there was a 2-hour workshop, "The One and Only Talented You", which focused on identifying participants skills and discussing how to "sell" them to employers. During the job fair, there was one-on-one assistance available to work on resumes, fill out applications or to practice interviewing. There were 25 employers and training programs present and 40-50 participants. We were very successful in recruiting new participants to enroll in the HEC in the weeks following the job fair because of the personal contact with program staff. Additionally, participants got to meet employers and learn more about HEC services.

CHP participates in quarterly outreach at various supportive housing sites, and sponsors skill-building activities at our own supportive housing that result in enrollment, such as art workshops, and college/financial aid workshops which are forthcoming. In general, we have found that effective recruitment involves direct personal contact and being consistently available at the housing sites.

#### *Challenges to recruitment:*

One challenge we have encountered in recruitment is educating participants on the benefits of the HEC programs as well as helping them understand the requirements for participation.



Many participants want to be enrolled because they see the goal as the support services money rather than seeing their goal of employment, training or education. Along the same lines, participants often do not understand the structure of the HEC program and the importance of continuous contact with employment staff. We also face the challenge of facilitating good communication with the housing site staff.

### **3. JOB PLACEMENT AND OTHER POSITIVE TERMINATIONS (OPT):**

#### *Successful placements & OPTs:*

The HEC program has provided a structure for individuals to develop their employment or educational goals. One successful placement involves a participant who was working towards an employment goal to become a taxi driver. The participant had no previous experience as a taxi driver but had extensive driving experience. He worked hard to put together a vocational plan and began to follow each small step. He enrolled in a taxi driving class and upon completion received a certificate. He was able to take and pass the taxi-driving test at the police department. After he was certified, he began to actively search for employment and a few weeks later he interviewed and was hired with a taxi company. The HEC program not only provided the structure he needed to reach his employment goal but he was also able to use the supportive services money to pay for his classes and the certification test.

Similarly, the HEC program has also aided in the preparation of numerous trainees from CHP's own Training Institute. For example, Maintenance Training Program participants have obtained specialized skills and job placement assistance. Other HEC participants enrolled in our Desk Clerk Training program in January, and consequently five out of six trainees found employment, with three newer trainees placed in July.

#### *Challenges for placements & OPT's :*

A challenge we face for job placements is that participants find a job before their one-month training period is over (after enrollment) and we are unable to report this as a "job placement".

We have noticed increased competition for jobs that interest our participants, including: seasonal retail, short-term employment, and basic clerical/office support. In response, we are creating stronger relationships to property management organizations for maintenance work, community colleges and bookstores for seasonal jobs, and event planners for short-term employment.

It has been challenging to refer people to additional training. Participants come to work with us for employment, but sometimes those who approach us for employment goals will need extra training to achieve that goal. We expect improvement by the end of the contract year, since we recently hired two vocational specialists who will work with HEC participants to identify training and career interests and refer participants appropriately.

### **4. YEAR SIX SUBCONTRACT GOALS:**

As of June 30, we had achieved 57 enrollments of an expected 66. We achieved 20 of the 34 placements we were expecting, and 11 of the expected 6 Other Positive Terminations.

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We will definitely reach our enrollment goal as expected. The deficit in placements will be corrected during July-September, with job placements through our Maintenance Work Crew and Desk Clerk training and through our annual job fair, "Festival of Opportunities" on August 8, 2002. Several others have been placed through individualized employment services in July.

Our Vocational staff is now fully orientated, and will focus on school/college placement for Other Positive Terminations, and on referrals to employment services.

#### **5. THE COLLABORATIVE:**

Community Housing Partnership has made a commitment to refer program participants to other HEC member agencies. In fact, all employment and vocational staff are required to visit HEC programs within the first two months of employment in order to be orientated and then make appropriate referrals. Successful referrals from CHP have gone to computer training at the Adult Skills Center and Arriba Juntos, training at Goodwill Industries, and employment services at Mission Hiring Hall and Central City Hospitality House. Additionally, CHP continually looks at the HEC collaborative for resource sharing. For example, we invite HEC training programs to our annual "Festival of Opportunities" job/training fair, which is great for recruitment and networking.

A CHP staff person is one of the HEC co-chairs, and co-facilitates the monthly meeting which includes discussion of services outcomes, new procedures, and policies which affect the collaborative agencies, and common tasks such as funding applications. As an example, we assisted in the drafting and review of the 2003 McKinney application.

CHP has a history of involvement in policy and advocacy, and we bring this to the collaborative as well. A CHP staff person held the Adult Employment Training seat on the Local Homeless Coordinating Board for four years, a CHP staff person currently chairs its Policy Committee, and we participate in the general board meetings, as well as other community meetings. Relevant information is shared with HEC agencies. Furthermore, CHP was instrumental in working with the Street Sheet to have articles published monthly by all HEC members, and is responsible for the content and design of the HEC brochure.

#### **6. OTHER COMMENTS:**

There is a need to increase training, teambuilding, and information sharing among collaborative members. During this contract year, the collaborative held an informal luncheon for HEC program staff to network. In the past, we held a picnic with team-building activities, and we held a meeting/training that brought together HEC agencies and others with a commitment to affordable housing and services for the Homeless community. CHP contributed significantly to these activities and looks forward to increased collaboration. We also would like to see more interaction between HEC members and the PIC staff regarding citywide policies, information, and resources.

#### **Submitted by agency representative:**

Marlon Mendieta, Employment Services Supervisor





# GOODWILL

San Francisco • San Mateo • Marin

**TO:** Jim Kennedy, PIC/HEC Program Coordinator **DATE:** July 18, 2002  
**FROM:** Dan McGrue, HEC/GWI PROGRAM Director  
**SUBJECT:** HEC YEAR SIX SELF- EVALUATION REPORT

**1. PROGRAM DESIGN:** *Describe how your program is designed specifically for the segment of the homeless population your agency serves and your agency's history and experience with this kind of program and this particular population.*

Most Individuals, who train and work at Goodwill Industries are termed difficult to serve, have spotty work histories or have never worked. A low learning level often exacerbates these problems, as does self-esteem issues, and illiteracy. For, many the aforementioned issues are combined with a language or cultural barrier, which may have contributed to a lack of work history, or continual inability to remain employed. The HEC Client base reflects these characteristics though an additional focus is given to individuals described as homeless under the McKinney Act description including primarily: Veterans, ex-offenders and individuals with disabilities.

**2. RECRUITMENT:** *Discuss any successes and/or challenges you have encountered in recruiting homeless individuals for your HEC program.*

HEC Clients are usually referred to our program from shelters and housing programs. We try to ensure that stable housing and direct basic needs are in place for each participant. I'm happy to report that we have achieved a 100% of our enrollment goals.

**3. JOB PLACEMENT AND OTHER POSITIVE TERMINATIONS:** *Discuss any successes and/or challenges you have encountered in achieving positive outcomes for your participants, particularly job placements and enrollment into advanced training programs.*

At this time, we are at 70% of our annual placement target (7/10) during a sluggish economy. We are confident that we will be at least 90% of goal by September. This year the other positive terms have been sluggish due to the increase in the job placements. Completions have been consistent and negative terms at an all time low.

**4. YEAR SIX SUBCONTRACT GOALS:** *Discuss your nine-month actual outcomes compared to your nine-month planned contract goals for enrollments, placements and other positive terminations.*

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[www.sfgoodwill.org](http://www.sfgoodwill.org)

Accredited by:



Enrollments / actual =25, planned =25, placements / actual. = 7, plan = 8, Other Positive Termination / actual = 3, planned = 6

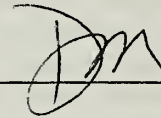
5. **THE COLLABORATIVE:** *Please describe the nature of your program's collaboration with the other HEC member agencies.*

The uniqueness of the relationship improves program access, creates a flexible menu of customized short-term training programs, and ensures an efficient service delivery and supportive services coordination.

6. **OTHER COMMENTS:** *Include any other comments or suggestions you would like to make regarding your HEC program.*

We are making a difference by having an impact on our ability to train, support, and challenge Homeless Individuals to overcome Employment barriers and achieve self-sufficiency through work. The Goodwill Industries vision is to ensure that our community is one in which every individual who chooses to work is able to do so.

Submitted by agency representative: Dan McGrue





**South of Market  
Employment Center**  
A Project of MHH  
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## **MISSION HIRING HALL'S HEC YEAR SIX SELF-EVALUATION REPORT**

### **1. PROGRAM DESIGN**

The mission of Mission Hiring Hall (MHH) regarding the HEC (Homeless Employment Collaborative) program is to seek out and service homeless men and women, many of whom are on welfare, who want to change their lives by returning to the community as productive members and as positive assets to society using direct placement into the work force with or without certain employment educational training. Further, as part of the homeless individual's education, he or she is continually encouraged to take ever increasing responsibility for his/her life throughout the program period, as well as after the program ends. The successful client responds well to this idea.

Mission Hiring Hall is a 30 (thirty) year old non-profit two office agency in San Francisco that finds employment for low income clients and of these years MHH has participated in the HEC program for homeless for five of HEC 'S six grant years, with the last 3.5 years using the same Retention Specialist Manager, as a staff of one, in direct contact with HEC homeless recipients. A Co-ordinator oversees this and other programs. The Retention Specialist has considerable and extensive experience working with homeless persons. Regarding other MHH staff who don't work directly with homeless individuals in this HEC program, they do ably and smoothly assist homeless persons as these cross the doorway threshold of either office to the HEC program, as well as they assist in certain areas and times of employment capture.

Seeking San Francisco homeless for the HEC program includes, yet is not limited to: (1) the Retention Specialist HEC program manager personally walking the streets in the slums such as the Tenderloin, South of Market and Mission Districts et al to find homeless who wish to change their lives, (2) having homeless women and men seek him for assistance so the person can leave the street and return productively to the community and society, (3) by referral from agencies in the HEC or those outside the HEC, and/or (4) by peer homeless persons referring a homeless individual to him.

In essence, the challenge is for MHH, as a HEC agency to convert/change individual homeless women and men from their present homeless status, including those on welfare and those naught plus those who are labeled as adverse to The City's perceived average standards and visual acceptability of its residents in living conditions, to participation in the community as a productive member, as well as being a positive asset to society.

On occasion, referral and transfer is completed from Mission Hiring Hall's HEC program at a beneficial juncture for the homeless person to another HEC agency program when such departure is expected to provide the homeless woman or man with certain education as to create an opportunity for better employment income in the future.

### **2. RECRUITMENT**

MHH's HEC Homeless Program experiences many applicant homeless being referred to it by homeless' peers, e.g., other homeless men or women, which is a great complement to MHH and

the Retention Specialist's endeavors because it illustrates a homeless person's acceptance of the HEC program on the street and in the office(s). Several homeless persons have remarked they came because of the brochure and business card given to the homeless on the street, in the jails, some going to and from prison or jail, residents of drug and/or alcohol rehabilitation centers, those attending job faires and, of course, some who walked by the offices' doorways, stopped and came in, ultimately changing their lives. Still others come because they like his teaching when he's invited to teach in the jails and those homeless were in residence. Others are referred by HEC and non-HEC agencies because they decided the retention services offered could enhance the future benefits of the homeless woman or man beyond their respective services.

Recruitment methods show success because the full contracted homeless intake population matched grant requirement completions in the eighth month of the twelve month contract.

### **3. JOB PLACEMENT AND OTHER POSITIVE TERMINATIONS**

MHH'S HEC mission is envisioned as "to change a homeless woman or man's philosophy and lifestyle, using whatever is professionally necessary through employment placement and/or training/education, to a non-homeless status, so at cessation of being homeless, the person is both a productive member to the community and an asset to society."

Lodging, first, and meals, second, are the two greatest challenges, as well as the mind-set of the homeless woman or man trails these two, that create the difficulties that defeat program successes and cause depression, discouragement and despair in the homeless signed into the program. Unless solved, these create a shift from positive placements and positive terminations to a negative termination and loss of contact with the homeless. Once lost, the homeless is hard to find, even with the street outreach of the Retention Specialist.

Yet, the pleasure and personal self satisfaction enjoyed by the Retention Specialist resulting when homeless complete a training course, graduate, maybe sign up for an advanced course and/or find employment and/or they come into the office to excitedly show/tell about their happiness and success is fully worth all the time spent listening, researching, and suggesting ideas to them, along with the patience used, empathy given and hard work required to help the homeless grow and leave the street without the thought of returning to the "old" life.

Whether the formerly homeless remember you or not, isn't important. What is important, is that they can live life independently without you.

### **4. YEAR SIX SUBCONTRACT GOALS**

MHH'S HEC program fulfillment of goals illustrate the success of the recruitments, enrollments, mentoring, placements and other positive terminations' flow et al for each individual homeless man or woman as comparisons of nine-month actual outcomes are compared to nine-month and twelfth month planned contract goals.

For example, both the nine-month and twelve month planned contract goals were exceeded at month eight and nine being placed at 116% (percent) over planned contract goals, suggesting MHH's Retention Specialist's methodology et al to be acceptable.

### **5. THE COLLABORATIVE**

Each year, we HEC agencies have learned, developed, participated in and helped each other to better communicate with the other, so that our benefits to the homeless are enhanced as a collaborative collective, in addition to what we as a particular agency can do to help a sister/brother agency to service a homeless from the street back into the community.

For example, a HEC agency other than MHH may train a homeless in a computer office

program or as a Chef and perhaps their sources for employment placement may be saturated at the moment. By contacting the HEC Retention Specialist at MHH, who may know of where that homeless could be placed, he'll help find an appropriate placement, thus helping the HEC agency. Later, MHH's HEC program may request help for a homeless and the help is reciprocated.

## 6. OTHER COMMENTS

It is suggested that funding be increased sufficiently for a hotel room to be available to house and provide some other necessities when a homeless is either actively looking for a job, in training or is recently hired/placed in employment, so they can go to work/training rested, clean and have their belongings in the room to use when they wish.

We need to remember, whatever, as an individual, we use during the day which we often don't think about, that most homeless don't have, e.g., shavers, soap, toothbrush, toothpaste, deodorant, bus fare, lodging/shelter, food, a place to bath or shower, clothing, bedding. How can we expect the homeless to work and live without these necessities that we require?

It is estimated that about 60 to 70 percent of the homeless persons seen really want to change/recapture their lives and they can do it with some assistance. They can achieve life on their own away from the street. Regarding shelters, it is suggested that for every homeless who stays the night in a shelter, six or more can't get in due to the shelter being full.

Picture trying to work while sleeping on the street in a different place every night, with death or injury as a constant nightly/daily companion, trying to shower at a drop-in center several miles from where one slept that night plus trying to keep clothes for work clean and presentable on a daily basis. It's either an impossible or near impossible task to accomplish while working and waiting for that first paycheck in two to three weeks after one begins work. The opportunity for failure and return to the street is grossly high and this defeats MHH's HEC or any HEC program.

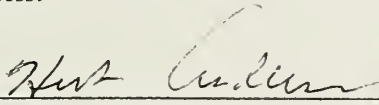
Additional stimuli for homeless employment defeat include the loss of free meals/food services provided because the job is too far away from the food access for definitely lunch and supper/dinner and usually breakfast because work often begins about the time breakfast is served. Also, usually lunch time is too short to find a food service and use public transportation to get there. If in a shelter, some shelters will provide a sack lunch.

Eating requires money. By combining one's monthly General Assistance (GA) and Food Stamps, less expenses for personal items and transportation, the average homeless woman or man might get about forty meals a month, e.g., one meal a day for 30 days and two meals a day for ten days or two meals a day for twenty days; so, the first suggestion is 20 days without a second meal, the second suggestion ten days without any meals and all suggestions have the absence of three meals a day prior to receiving a first paycheck. Can we expect anyone to do this? Some do. Yet in reality, it is easier to return to the street and eat.

All of these foregoing reasons existing before a first paycheck can trigger negative terminations from HEC programs because singly or collectively, it is usually too much for the homeless man or woman who is trying to change and retain employment or continue in education.

Lastly, granted, good, clean used clothes are fine, yet just a few new duds enhances greatly the homeless individual's enthusiasm and success!

Submitted by agency representative

  
Herb Anderson, Retention Specialist, MHH'S HEC Program



Northern California Service League's  
HEC Year #6 Self-Evaluation Report

I. Program Design

- A. The Northern California Service League program design is to provide one hundred and eight (108) homeless ex-offenders with lifeskills training, job placement, counseling and retention.
- B. No staffing issues were encountered.

Successes for Barriers

- C. Some barriers that we face are motivating participants and helping them resolve conflicts. It's hard to get our population motivated to work. We resolved this issue by requiring each participant to take our lifeskills program where conflict resolution, motivation, life issues, mock interviews, and being confident are addressed. There is also the issue of homelessness that we address by helping them with move in cost and supportive services such as work cloths, tools, union dues etc.

II. Goals

- A. Currently we are 71% enrollment and 69% placement. However, there are placements and enrollments pending and we plan to meet and exceed our goals before the contract period has ended. We also plan to work closely with the collaborative knowing and understanding that a much greater need can be met when agencies come together in a team effort.
- B. Our 71% enrollment shows the need for services to this population, and that this collaborative is reaching that population. The 69% placement rate shows that this population can successfully obtain employment and housing even in these tough times.

Larry Braynen

Employment Administrator





Vets helping vets since 1974

## HEC YEAR SIX SELF-EVALUATION REPORT

### PROGRAM DESIGN

Swords to Plowshares has been serving veterans since it was founded in 1974. Initially, Swords services were geared to address the problems related to post-Vietnam readjustment as well as the need for discharge upgrading in order for veterans to qualify for employment opportunities and Veterans benefits. Throughout the years, there has been a significant increase in the number of homeless veterans in San Francisco. Each year, over one thousand (1,000) homeless veterans request assistance at Swords to Plowshares. Based on recent counts, there are over 5,500 homeless veterans in San Francisco. To address the very specific needs of homeless veterans in 1991 Swords began operating a Homeless Veteran Reintegration Program (HVRP). To enhance and strengthen the services provided under the HVRP, Swords applied for funding to run the HEC program. Through the HEC program, Swords is able to provide participants with Job Search and Job Preparation Training to increase their probabilities for securing employment. At the employment level, the HEC program model allows for job placements that are less than 40 hours per week. For many of our homeless veterans, a HEC job placement is the first job they may have had in over two years. A slower and less pressured re-introduction into the work force provides the veteran with the opportunity to adjust to a new way of life, minimizing the probability of recidivism to their former life-style.

### RECRUITMENT

Recruitment and access to homeless veterans in San Francisco is not a problem for Swords since we are located in the heart of the Tenderloin District. On-going outreach to shelters and veteran service agencies is part of Swords organizational service plan.

The main challenge we face is the length of time it takes to stabilize many of the homeless veterans we serve. Homeless veterans that could potentially benefit from the program have multiple issues and barriers to overcome, such as housing, substance abuse and medical and mental health issues. It is not unusual for a veteran to need a six-month stabilization period to address issues that intervene with his/her employability.

We have found that our more successful candidates are those veterans that have been stabilized through Swords Transitional Housing Program (THP). Individuals housed and enrolled in

Swords' THP program benefit from having secured housing and a comprehensive support system, which includes one-to-one counseling and group therapy sessions.

### **JOB PLACEMENT AND OTHER POSITIVE TERMINATIONS**

Securing placements has been slower than expected due to the stabilizing needs of the participants. Lack of recent or spotty work histories exacerbate the problem. A significant number of participants are between the ages of 44-56 and have been out of the job market for over a year. We find that participants who have gone through short training programs have a higher probability of securing employment and receiving a higher hourly wage.

### **YEAR SIX SUBCONTRACT GOALS**

Swords achieved 91% (30/33) of its projected enrollment goals for period ending June 30, 2002. We achieved 55% (11/20) of the placement goals projected for the same period. We had one other positive termination. As of 7/25/02, enrollments have increased to 35 and placements have increased to 15 participants.

### **THE COLLABORATIVE**

Swords maximizes its opportunity to work closely with HEC member agencies. Arriba Juntos and Goodwill's training programs are continuously utilized as training resources not only for HEC eligible participants, but for other veterans served through our agency. Our relationship with Northern California Service League has been one of mutual referrals when deemed appropriate. We have also collaborated to enhance services to veterans by sharing costs of supportive service needs. Relationships with the other HEC agencies vary as mutual needs arise.

### **OTHER COMMENTS**

The HEC collaborative has demonstrated the advantages of working together toward the goal of maximizing services to San Francisco's homeless population. Our ability to meet service goals is well linked to our willingness to support each other as agencies and strive for continual improvement of our services.

**Submitted by: Michael Blecker**  
**Executive Director**

**Maria A. Olivares**  
**Employment Services Director**

**Date: July 25, 2002**

## 1. PROGRAM DESIGN:

The design of **Toolworks' HEC 10-week Janitorial Training Program** provides such services as job readiness skills, hard and soft skills training, intensive case management, job placement and retention services. The model is one that promotes success through an open enrollment process that optimizes individualized training, a small staff to client ratio, a real paid work situation, and a wide variety of support services. Soft skills training addresses professionalism in the work place including proper hygiene, attendance, ability to get along with co-workers and supervisor and overall work attitude. The hard skills training focuses on industrial janitorial training with a focus on office cleaning, restroom cleaning, floor work, chemical use and safety. The paid training is for 25 hours per week and additional work activities are individually tailored for each participant (up to 32 hours of activity can be provided).

In addition to the janitorial supervisor who provides the hard and soft skills training, each client from intake through retention receives support services from Toolworks' vocational specialist. This individual provides comprehensive case management services and helps individuals with such issues as housing, childcare, transportation, and money management to name a few. We have found this extra support is critical for ensuring success with individuals who have not had much success in the employment arena in the past. The client also receives job seeking skills and job placement services from Toolworks' job developer.

Toolworks has been providing job training, employment and support services to adults with disabilities for over 25 years. Specifically, Toolworks has been offering janitorial training for over 15 years. Since the inception of the ten-week janitorial training program in 1988, we have trained and placed hundreds of individuals with disabilities into competitive janitorial or related occupations. For those who have successfully completed the training program, our placement rate is over 70% and our retention rate for 90 days or more is over 80%. The earned wage upon placement from our training programs averages \$9.30/hour, with many jobs including benefits, and for those clients who find permanent positions on Toolworks federal janitorial sites the wages averages over \$12 per hour with full comprehensive benefits.

Toolworks has a long history of working collaboratively with many other nonprofit and public agencies. We also have developed strong relationships with companies that hire our many graduates so we are confident in both are ability to recruit clients as well as our ability to competitively place them into gainful employment at the end of the training period. Our primary goal is to help individuals with disabilities overcome significant barriers and become self-sufficient, contributing members of society.

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**2. RECRUITMENT:**

Recruitment for participants has not been a problem primarily due to the fact it is not a large program and it has a good reputation in the community. The high pay and open enrollment makes it attractive to the population we are serving. The program receives a lot of referrals just by word of mouth from graduates of the program. There are also many referrals from other agencies in the HEC as well as places that serve individuals with disabilities and or people that are in recovery that refer individuals to us on a regular basis.

**3. JOB PLACEMENT AND OTHER POSITIVE TERMINATIONS:**

Toolworks has meet 75-80% of expected goals and we expect to meet all goals by the end of the program year. Our part of the HEC contract has a high placement rate, with a goal of placing 11 out of 15 trainees (73%) in permanent competitive jobs. This placement rate is high for the population we serve and working with employers in the community this year has definitely been more challenging than years past.

**4. YEAR SIX SUBCONTRACT GOALS:**

Toolworks has successfully met the nine-month outcome goals and we foresee reaching all planned outcomes by the end of this program year.

**5. THE COLLABORATIVE:**

Toolworks relies on the expertise of other member agencies for problem solving difficult client issues as well as program issues. Toolworks receives referrals from several member agencies for the janitorial training program and works closely with the referring agency to help ensure the success of the clients referred.

**6. OTHER COMMENTS:**

The HEC program is a very strong San Francisco collaborative with a good reputation for serving diverse and hard to serve groups around employment needs. The collaboration is active in the community issues and the different makeup of the member agencies provides people with a variety of services to overcome barrierers when returning to work.

**TOOLWORKS**

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Submitted by agency representative:

Rebecca Stern  
Director of Vocational Training

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PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

creating  
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MEMORANDUM

**TO:** PROGRAM RESOURCES COMMITTEE **DATE:** JULY 25, 2002  
**FROM:** PAMELA S. CALLOWAY, PRESIDENT  
**SUBJECT:** STAFF RECOMMENDATIONS FOR FFY 2002 COUNTY PLAN GOALS AND  
REFUGEE EMPLOYMENT SOCIAL SERVICES (RESS) AND TARGETED  
ASSISTANCE (TA) FORMULA FUNDS (Agenda Item # 4)

The Program Resources Committee (PRC) is asked to approve County Plan goals and an expenditure plan for Federal Fiscal Year (FFY) 2002 Refugee Employment Social Services (RESS) and Targeted Assistance (TA) formula funds.

**COUNTY PLAN DESIGN AND GOALS**

Design

Planning considerations for refugee programs were discussed at your April 30, 2002 Committee meeting, at which time the Committee concurred with Staff that the currently available activities and programs are sufficient and appropriate, and therefore the issuance of another Request For Proposals (RFP) was not needed. (An RFP had been issued in 2001.)

PIC Staff recommends no substantial changes to the refugee program design or County Plan, which include all of the services and activities we are currently providing and offer us a wide latitude to fund programs given sufficient resources.

Goals

The federal Office of Refugee Resettlement (ORR) requires all counties operating refugee employment service programs funded with TA and RESS funds to establish goals for and report outcomes on six performance measures.

The ORR has not set any minimum standards for performance, but it has said that its goal is to see continuous improvement in each of the measures each year. The State Refugee Programs Branch (RPB) also has not set any standards. Locally, the goals for these measures are included in the Refugee County Plan each year. The Plan must be approved by the San Francisco County Board of Supervisors and be certified by the State RPB.

The following table contains the State-approved FFY 2001 goals and proposed FFY 2002 goals. The goals are estimates based upon historical performance data and current economic conditions. Definitions for the measures are listed below the table. Although we would like to recommend raising our goals each year and would like to see continual improvement in performance, Staff believe that the prudent course during these uncertain economic times is to leave the goals unchanged.

	FFY 2001	FFY 2002
Employment Entry Rate	57%	57%
Cash Assistance Termination Rate	60%	60%
Cash Assistance Reduction Rate	40%	40%
Average Hourly Wage	\$10.00	\$10.00
Employment Retention Rate (90 days)	75%	75%
Entered Employment with Health Benefits Rate	75%	75%

**Entered Employment** (full/part time) is defined as “the entry of an active participant into unsubsidized employment for at least one day during the quarter.” Full-time is 35 hours or more per week. The measure is calculated by dividing the number of refugees placed in jobs by the number enrolled.

#### **Cash Assistance Terminations due to Earnings**

The closing of a refugee recipient’s cash assistance case – either TANF or Refugee Cash Assistance (RCA) or General Assistance (GA) – due to the refugee’s earned income from employment. Calculated by dividing the number of refugees who have their cash assistance terminated by the number of refugees on cash assistance who were placed in jobs.

#### **Cash Assistance Reductions due to Earnings**

A reduction in the amount of a refugee’s cash assistance due to earned income from employment. Calculated by dividing the number of refugees who have their cash assistance reduced by the number of refugees on cash assistance who were placed in jobs.

#### **Employment Retention**

Employed on the 90<sup>th</sup> day (after original job entry) at any unsubsidized job; a measure of continued participation in the labor market, not retention of a specific job.

#### **Entered Employment with Health Benefits**

A measure of how many jobs offer health benefits, either at placement or within six months of employment. Calculated as a percentage of full-time jobs.

### **Target Population**

Staff recommends that the target population reflect the five-year arrival data shown below from the RPB and the five-year service data on **Attachment 1** (purple) from the Central Intake Point (CIP).

#### **ARRIVALS OCTOBER 1996 – SEPTEMBER 2001**

Country/Region of Origin	#	%
Former Soviet Union	1,870	54%
Bosnia/Eastern Europe	1,166	34%
China/Southeast Asia	257	7%
Middle East	71	2%
Africa	65	2%
Other	24	1%
Total	3,453	100%

### **PROGRAM PERFORMANCE**

The Research & Evaluation Committee recommended and the Workforce Investment San Francisco (WISF) Board adopted the following criteria for evaluating current refugee formula-funded subcontractors’ performance:

- The time period evaluated will include the prior fiscal year’s program, which began October 1, 2000, and the first nine months of the current fiscal year, October 1, 2001 to June 30, 2002.

- The goals in the Refugee County Plan will be used as performance standards, and agencies that fail to meet these standards will be expected to offer some explanation in their quarterly narrative reports. (However, these goals only apply to employment programs; they do not apply to acculturation programs or to the CIP. The CIP has no numerical goals; acculturation programs only have a numerical goal for enrollments.)
- Changes in the job market should be taken into consideration; in a good year, we should expect more, in a recession, less.
- Specific measures are: Actual versus planned enrollments and placements and actual entered employment rate, retention rate, and percentage of jobs with health benefits for the FY 2000 program, and actual versus planned enrollment and placement data for the first nine months of this year.
- Agencies' quarterly narrative reports on their nine-month program performance should also be taken into consideration.

**Attachment 2** (canary yellow) provides subcontractor performance statistics on the approved performance measures from October 1, 2000 through June 30, 2002 (some clients are still active). **Attachment 3** (goldenrod) provides 9-month program performance statistics for enrollments and placements from October 1, 2001 through June 30, 2002. Subcontractor quarterly narrative reports are also attached for your information and consideration.

#### **FY 2000 (October 1, 2000 through June 30, 2002)**

Combined, the current employment programs enrolled 232 of a planned total of 263 (88%), placed refugees in 177 of a planned 183 jobs (97%), and achieved a 65% employment rate with an average hourly wage of \$11.08. Sixty-seven percent of full-time jobs had health benefits, and 83% of the refugees placed were still working 90 days later. We exceeded the County Plan goals for all but one (health benefits) of these measures.

All of the employment programs, except Jewish Vocational Service's (JVS) Employment Services (ES) program for refugees 50 years of age and older, exceeded the 57% employment rate goal in the County Plan.

International Institute's (IISF) acculturation program enrolled 194 refugees, exceeding its enrollment goal of 187.

#### **FY 2001 (October 1, 2001 through June 30, 2002)**

Currently, the employment programs have enrolled 159 of a planned 177 (90%), placed refugees in 56 of a planned 88 jobs (64%) with an average hourly wage of \$12.23. Ninety-three percent of full-time jobs have health benefits so far this year.

International Institute's (IISF) acculturation program has enrolled 86 of 90 planned refugees, and Jewish Family & Children's Services (JFCS) has enrolled 41 of 72 planned. This is JFCS's first year contracting with the PIC for acculturation services.

#### **FUNDING**

At your June 4, 2002 Committee meeting, an update was given on preliminary TA and RESS formula funds. The table below shows the FFY 2002 preliminary funding with a comparison of the FFY 2001 preliminary, final, and current subcontractor funding with FFY 2000 carry

forward funds added. PIC administration funding is not in this table. There is a **38% decrease** between current subcontractor services funding and what is preliminarily available for programs and services starting October 1, 2002.

	2001 Preliminary	2001 Final	2001 with carry forward	2002 Preliminary	2002 Final
TA	\$508,285	\$508,259	\$611,152	\$400,642	?
RESS	\$179,734	\$182,150	\$196,853	\$102,265	?
TOTAL	\$688,019	\$690,409	\$808,005	\$502,907	?

### Local Economic and National/Global Issues to Consider

The economic downturn has hit San Francisco hard, and service providers report that on average it is taking twice as long to place refugees in jobs as it did this time last year. In addition, the national refugee resettlement program has been severely affected by the events of September 11, 2001. The subsequent stepped up security screening of refugees and travel restrictions on U.S. government officials responsible for identification and interview of eligible refugees have caused unprecedented delays in refugee arrivals to the U.S. As a result, according to the Immigration and Refugee Services of America, "FY 2002 is now on course to be the lowest refugee admissions year since 1978, the year before the Indochinese boat exodus prompted a major response from the U.S. government, and two years before the U.S. enacted the Refugee Act of 1980."

### PROGRAM FUNDING RECOMMENDATIONS

PIC Staff initially formulated nine funding scenarios, narrowed it down to five, and discussed the five with the subcontractors. After two long meetings, it was agreed that the funding scenario on **Attachment 4** (blue) would be presented for the Committee's consideration. We wanted to present two scenarios from which you could choose, but we were unable to agree on a second one. In our deliberations, we considered the dramatic decrease in refugee arrivals, and tried to look into the future to determine how many refugees we should plan for this next year. Above all, we wanted to make sure that we will meet the needs of refugees and asylees, and give them as many choices as we can within the constraints of the funding cuts. It was agreed by all that, unfortunately, we cannot afford the costly and popular Individual Referral (IR) activity for next year.

The funding recommendations represent an across the board cut of current subcontractors' initial 2001 funding after deleting both IR programs. The Table on **Attachment 4** displays each of the programs arranged by activity to facilitate comparisons between them, and includes costs per person, preliminary funding amounts for FFY 2001, current funding levels, and initial recommendations for FFY 2002 funds. The service levels for those programs recommended for funding have been adjusted based on the dollar amount being recommended. The recommended placements are based on the planned program placement rates. Because the IR programs were eliminated in this scenario, each of the remaining programs will experience only a 12.6% funding reduction from initial funding last year. In comparison, the PIC will see a 30% cut in administration funds. We have already begun discussions on how to streamline processes in order to make the refugee program system more efficient and effective, and lower the administrative load for both PIC and subcontractors' staffs.

Funds distribution per activity

The following chart shows FFY 2001 initial funding distribution between the activities with a comparison of the FFY 2002 recommendation.

Activity	FFY 2001	FFY 2002
CIP	12%	15%
ES	44%	50%
VT/CA	18%	22%
IR/OJT	16%	0%
A/SAS	7%	9%
Transp/Childcare	3%	4%

- CIP      Central Intake Point
- ES      Employment Services
- VT/CA   Vocational Training/Career Advancement
- IR/OJT   Individual Referral/On-the-Job Training
- A/SAS   Acculturation/Social Adjustment Services

**FFY 2001 Carry Forward Funds**

Even with general agreement on the funding distribution presented, there are still a few concerns that may be addressed in November with unspent FFY 2001 funds. We agreed to recommend priority for carry forward funds be considered for:

- Catholic Charities' (CC/REAP) Employment Services (ES) program. We want to make sure that we have enough ES slots for refugees, and the planned 114 may not be enough. CC/REAP's program has the lowest cost per person, a very good track record, and targets and effectively serves all refugees of all skill levels and backgrounds. We suggest that, if needed, other funding sources be used (WIA, WtW, CTI, H1B, etc.) to take the place of the IR activity refugee funding and to supplement refugee vocational training funding levels.
- The Central Intake Point (CIP). The CIP needs to be adequately funded and staffed in order to be able to effectively carry out its federally-mandated duties for all refugees and asylees who apply for our programs. It may not be able to keep sufficient staff with this initial funding.
- Transportation/Childcare. One may think that as the number of refugees to be served goes down, so too should the supportive services' costs; however, that is not the case since it is now taking twice as long to place refugees in jobs in this economy. We must adequately fund supportive services or refugees will not be able to attend our training programs or get jobs.

Staff will be available at your August 6<sup>th</sup> meeting to answer any questions you may have.

**Attachments**

- cc: Refugee Subcontractors  
Dan Crawford, CDSS/RPB  
DHS, PIC Staff



# CIP Refugee Population

by Aidtype, Country of Origin, Age and SPL

where application date between 7/1/97 and 6/30/02

	AFDC/TANF	RCA	OTHER	Total
<b>Country of Origin</b>				
Former Soviet Union	220	379	292	891
Bosnia/Eastern Europe	51	43	42	136
China/S.E.A.	31	95	20	146
Middle East	8	12	15	35
Cuba/Central Am.	1	9	7	17
Africa	2	16	30	48
<b>Total</b>	313	554	406	1273

## Age Group

Age 21 and younger	3	67	38	108
Age 22 to 40	205	218	181	604
Age 41 to 49	83	72	91	246
Age 50 and older	22	197	96	315
<b>Total</b>	313	554	406	1273

## SPL

SPL 0	55	139	14	208
SPL 1	9	50	7	66
SPL 2	17	66	14	97
SPL 3	28	60	40	128
SPL 4	42	49	44	135
SPL 5	48	50	70	168
SPL 6	68	53	89	210
SPL 7	26	44	104	174
NoSPL	20	43	24	87
<b>Total</b>	313	554	406	1273



**REFUGEE EMPLOYMENT PROGRAM PERFORMANCE SUMMARY**  
**OCTOBER 1, 2000 TO JUNE 30, 2002**

AGENCY/ ACTIVITY	TOTAL SERVED			EMPLOYMENT ENTRY			EMPLOYMENT RATE (CO. PLAN = 57%*)			EMP.ENTRY WITH HEALTH BENEFIT (CO. PLAN = 75%**)			90 DAY EMP. RETENTION (CO. PLAN = 75%***)			HRLY. WAGE (CO. PLAN = \$9)
	ACT	PLAN	%	ACT	PLAN	%	EMPLD	ENRD	%	H.B.	F/T PLCS	%	RET	PLCD	%	
REAP-ES	60	83	72%	50	54	93%	41	60	68%	14	26	54%	33	41	80%	\$9.30
JVS-ES	67	63	106%	58	48	121%	48	67	72%	23	29	79%	41	48	85%	\$11.86
JVS-ES/Older	29	35	83%	16	16	100%	15	29	52%	5	9	56%	12	15	80%	\$11.58
TOTAL (ES)	156	181	86%	124	118	105%	104	156	67%	42	64	66%	86	104	83%	\$10.79
REAP-IR/OJT	25	25	100%	15	20	75%	15	25	60%	3	4	75%	11	15	73%	\$12.44
TOTAL (IR/OJT)	25	25	100%	15	20	75%	15	25	60%	3	4	75%	11	15	73%	\$12.44
JVS-VT-OTC	27	30	90%	20	24	83%	17	27	63%	12	12	100%	16	17	94%	\$10.53
JVS-VT-CAD	24	27	89%	18	21	86%	15	24	63%	5	12	42%	12	15	80%	\$12.58
TOTAL (VT)	51	57	89%	38	45	84%	32	51	63%	17	24	71%	28	32	88%	\$11.50
TOTAL (ALL)	232	263	88%	177	183	97%	151	232	65%	62	92	67%	125	151	83%	\$11.08

\*Employment Rate goal is 57% of refugees enrolled

\*\*Health Benefits goal is 75% of full-time jobs

\*\*\*Retention goal is 75% of refugees placed in a job.

SUBCONTRACTOR KEY:

REAP - Catholic Charities Refugee Employment Assistance Program

JVS - Jewish Vocational Service

ACTIVITY KEY:

ES - Employment Services

ES - OLDER - Employment Services for refugees 50 years of age and older

IR/OJT - Individual Training/On-the-Job Training

VT-OTC - Vocational Training-Office Technology & Communication

VT - CAD - Vocational Training - Computer Aided Drafting



## REFUGEE EMPLOYMENT PROGRAM PERFORMANCE SUMMARY

OCTOBER 1, 2001 TO JUNE 30, 2002

AGENCY/ ACTIVITY	TOTAL SERVED		EMPLOYMENT ENTRY			EMP. ENTRY WITH HEALTH BENEFIT		HOURLY WAGE
	ACT	PLAN	%	ACT	PLAN	%	H.B. F/T PLCS	
REAP-ES	40	38	105%	18	20	90%	7	100%
JVS-ES	33	45	73%	16	30	53%	10	125%
JVS-ES-OLDER	21	23	91%	3	9	33%	1	100%
TOTAL (ES)	94	106	89%	37	59	63%	18	113%

JVS-IR/OJT	10	10	100%	3	7	43%	1	100%	10.28
REAP-IR/OJT	9	10	90%	0	4	0%	0	NA	NA
TOTAL (IR/OJT)	19	20	95%	3	11	27%	1	100%	\$10.28

JVS-VT/OTC	24	27	89%	10	6	167%	3	6	50%	\$10.40
JVS-VT/IT	22	24	92%	6	12	50%	3	4	75%	\$20.86
TOTAL (VT)	46	51	90%	16	18	89%	6	10	60%	\$14.32

TOTAL ALL	159	177	90%	56	88	64%	25	27	93%	\$12.23
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## KEY:

REAP - Catholic Charities Refugee Employment Assistance Program

JVS - Jewish Vocational Service

ES - Employment Services

ES - OLDER - Employment Services for refugees 50 years of age and older

IR/OJT - Individual Training/On-the-Job Training

VT-OTC - Vocational Training-Office Technology &amp; Communication

VT - IT - Vocational Training - Information Technology



## PRIVATE INDUSTRY COUNCIL STAFF FFY 2002 PRELIMINARY REFUGEE FUNDING RECOMMENDATIONS

Agency	Activity	Cost per Person*	Initial FFY 2001 Funding	Current FFY 2001 Funding**	Initial FFY 2002 Recom. Funding	TA	RESS	Recom.		Place. Rate
								Svc.	Plc.	
International Rescue Committee	CIP	\$452	\$85,862	\$92,422	\$75,050	\$73,050	\$2,000	NA	NA	NA
Catholic Charities/REAP	ES	\$1,850	\$92,500	\$107,300	\$80,852	\$80,852	\$0	44	29	65%
Jewish Vocational Service	ES	\$2,468	\$197,440	\$197,440	\$172,577	\$172,577	\$0	70	46	65%
Catholic Charities/REAP	Broker	\$1,867	\$18,670	\$18,670	\$0	\$0	\$0			80%
Jewish Vocational Service	Broker	\$1,899	\$18,990	\$18,990	\$0	\$0	\$0			80%
Jewish Vocational Service	VT-IT	\$4,468	\$62,552	\$107,232	\$54,675	\$0	\$54,675	12	10	80%
Jewish Vocational Service	VT-OTC	\$4,408	\$66,120	\$119,016	\$57,794	\$57,794	\$0	13	10	80%
International Institute of San Francisco	A/SAS	\$295	\$35,000	\$35,000	\$30,593	\$0	\$30,593	{104}		
Jewish Family & Children's Services	A/SAS	\$165	\$15,885	\$15,885	\$13,885	\$0	\$13,885	{84}		
Subtotal			\$593,019	\$711,955	\$485,426	\$384,273	\$101,153	139	95	68%
IR/OJT Set Aside			\$75,000	\$75,000	\$0	\$0	\$0			
Transportation/Childcare			\$20,000	\$21,050	\$17,481	\$16,369	\$1,112			
Total		\$3,618	\$688,019	\$808,005	\$502,907	\$400,642	\$102,265			
PIC Administration			\$126,267	\$126,690	\$88,748	\$70,701	\$18,047			
<b>Grand Total</b>			\$814,286	\$934,695	\$591,655	\$471,343	\$120,312			

\*Broker costs do not include training vendor or OJT employer costs.

\*\*Current FFY 2001 funding includes carry forward FFY 2000 funds.

AGENCY TOTALS

CIP	Central Intake Point - 15%	IRC	\$75,050
ES	Employment Services - 50%	JVS	\$285,046
VT/IT	Vocational Training/Information Technology - 11%	CC/REAP	\$80,852
VT/OTC	Vocational Training/Office Technology & Communication - 11%	IISF	\$30,593
A/SAS	Acculturation/Social Adjustment Services - 9%	JFCS	\$13,885
Transportation/Childcare - 3%			

IRC - International Rescue Committee  
JVS - Jewish Vocational Service  
CC/REAP - Catholic Charities - Refugee Employment Assistance Program  
IISF - International Institute of San Francisco  
JFCS - Jewish Family & Children Services





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MEMORANDUM

TO: REFUGEE PROGRAM SUBCONTRACTORS DATE: JUNE 19, 2002

FROM: KAREN HART, REFUGEE PROGRAM COORDINATOR

SUBJECT: THIRD QUARTER NARRATIVE REPORT

The Third Quarter Narrative Report for the period April 1, 2002 to June 30, 2002 is due on or before Wednesday, July 10, 2002. If your agency is responsible for more than one program, please complete a separate narrative report for each program (ES/VT/Acculturation, etc.) on your agency's letterhead. Please remember: THESE REPORTS WILL BE INCLUDED IN THE EVALUATION MATERIALS FOR FUNDING RECOMMENDATIONS FOR NEXT YEAR. Please discuss all relevant programmatic issues you faced in the past quarter, including the following:

**1. Your Program:**

Please include a brief description of your program and the target population. Also discuss the refugee and asylee outreach and recruitment efforts your agency has made.

**2. Goals:**

Discuss your planned program goals and actual performance statistics. If you are not meeting or exceeding your goals, discuss possible reasons and solutions. Include quarterly statistics and cumulative to date figures. If you have any clients still active from the last fiscal year, please include a paragraph discussing their program/employment statuses.

Note: The Workforce Investment San Francisco (WISF) Board adopted the Refugee County Plan goals as employment program performance standards for evaluation purposes. Agencies that are failing (or fail) to meet these standards are expected to offer some explanation in their quarterly narrative reports. The specific performance measures for employment programs that were adopted and will be used in making funding recommendations for next year are: **actual versus planned enrollments and placements and actual entered employment rate, retention rate, and percentage of jobs with health benefits for FY 2000 programs, and actual versus planned enrollment and placement data for the first nine months of this year.**

**3. Administration:**

Discuss any problems you encountered in the administration of your program: i.e., timely submittal of required paperwork and/or fiscal documents. List areas of concern for which you would like technical assistance or training workshops (if different from your last report). Note whether or not your agency sent a representative to all scheduled refugee service provider meetings.

**4. Acculturation Programs**

If you operate an acculturation/social adjustment services program, please discuss, both quantitatively and qualitatively, the services you have provided during this quarter, and the effects your program has had on the lives of your participants.

**5. Other Comments/Suggestions:**

Include any other comments or suggestions you would like to make regarding the refugee program.

<p style="text-align: center;"><b>Please submit your report(s) to me on or before</b> <b>Wednesday, July 10, 2002.</b></p>
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## INTERNATIONAL RESCUE COMMITTEE

### CENTRAL INTAKE POINT

#### Quarterly Report

April – June 2002

#### Background Information

The Central Intake Point (CIP) operates under requirements of the State of California, Refugee Programs Branch. CIP services include eligibility determination, an explanation of clients' rights and responsibilities, assessment of clients' needs for program and supportive services, formulation of a family self-sufficiency plan in the case of two-parent families, administration of an English language proficiency test called the BEST Test, development of a comprehensive work history and referral plan that includes referral for health care services at SFGH and into the network of refugee funded service programs administered by the Private Industry Council of San Francisco. The CIP monitors performance of the refugees and asylees participating in service programs, works closely with line staff of the S.F. Department of Human Services, refugee service provider staff and PIC staff. The CIP fulfills reporting requirements of mandatory participants in cases of non-compliance. The CIP also compiles and distributes demographic data on the refugee/asylee population in San Francisco including nationality, age distribution, aid-type and English language proficiency. This data is used as part of the planning process for refugee services contained in the annual S.F. County Plan for Refugees, and any Requests for Proposals issued by the PIC.

A major challenge of the CIP is the maintenance of sufficient language capacity to effectively serve the incredible diversity of clients who emanate from literally the four corners of the globe. Additionally, the CIP is required to provide a native English language speaker to administer the BEST Test. The current staff of the CIP consists of two part-time line staff, who together speak of a total of seven languages and a half-time native English speaker who provides the BEST Test and serves as the project's coordinator. The IRC supplements language capability as needed to the CIP from its regular multi-lingual staff.

In June 2000 the federal Office of Refugee Resettlement, which is the source of funds available to provide specialized services to refugees, altered eligibility requirements providing, for the first time, meaningful access to services to those granted asylum in the United States. Since then the IRC/CIP has been the focal point for asylees wishing to participate in services in San Francisco and around neighboring counties. As San Francisco houses one of only eight INS Asylum Units in the United States, the number of asylees residing in and around the City is disproportionately high. The IRC/CIP, along with PIC staff and staff from the Newcomers Health Program at SFGH have been actively pursuing more effective recruitment and referral of asylees from a network of 300 or so private attorneys who provide pro-bono services to asylum seekers. We have met with only moderate success. We continue to work to secure arrangements with the US INS to extend outreach to countless numbers of asylees who remain unaware of service options.

## **Summary of activities for the quarter and cumulative for FY 2002**

During the reporting period, the IRC/CIP provided assessment and successful referral services to 48 refugees and 23 asylees. This brought the total to 92 refugees and 71 asylees since the beginning of FY 2002. The refugees are primarily from the Former Soviet Union, while asylees encountered during the reporting period were nationals of China, Indonesia, Burma, Nepal, Tibet, Pakistan, Yemen, Jordan, Egypt, Mauritania, Cameroon, Somalia, Ethiopia, Albania, Cuba, Peru, Guatemala, Colombia and the Former Soviet Union. Asylees and refugees from The Democratic Republic of Congo, Algeria, Senegal, Liberia, Kenya, The Sudan, Mongolia, Bulgaria, Bosnia and Brazil were served during the initial two quarters of the fiscal year bringing the total of nationalities served by the IRC/CIP to 29 thus far.

In addition to providing the range of CIP services to these refugees and asylees, the IRC/CIP provided much needed orientation services particularly to asylees who had no prior knowledge regarding health care options, housing, education and training programs, transportation, financial services, and cash assistance programs for which they may be eligible. Appropriate referral services to community resources were also provided.

As the current quarter drew to a close the CIP furnished the PIC with accurate and reliable information on the asylee caseload served in the county to bolster San Francisco's chances of capturing federal funding that may become available for them. Additionally, the IRC submitted a private proposal to the Office of Refugee Resettlement to provide a comprehensive set of services to asylees in San Francisco and surrounding counties. As of this writing we are awaiting the results of this proposal.

Submitted by: Don Climent, Regional Director, IRC/SF

July 8, 2002



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## **REFUGEE EMPLOYMENT ASSISTANCE PROGRAM**

### **EMPLOYMENT SERVICES/ENGLISH LANGUAGE TRAINING**

Third Quarter Narrative Report REAP-ES/ELT # 147B951P2  
April 1, 2002 through June 30, 2002

#### **1. Program:**

Catholic Charities has been providing employment assistance to refugees since 1977. The program consists of three months or more of English as a Second Language (ESL) training, job placement assistance (job readiness workshops, resume preparation, interview practice, career counseling, escorting to job interviews and advocacy) and ninety days retention services (on the job translation and troubleshooting and finding another job if necessary). All services are provided by an experienced multi-cultural and multi-lingual staff who speak Cantonese, Mandarin, Vietnamese, Laotian and two Chinese dialects, Russian, Ukrainian and Spanish.

In the early years the population mostly came from South East Asia (Vietnam and Laos), however in recent years the population changed from South East Asian to predominately refugees from the former Soviet Union. We also have served refugees from Bosnia, Albania, Somalia and Cuba.

During the past year the program has been broadened to serve persons receiving political asylum status. Asylees are now eligible for all refugee services. As a result we have served asylees from Cameroon, Jordan, Yemen, Burma, Nepal, Latin America (Guatemala, Peru and Colombia), China, Pakistan, and Tibet.

We anticipate that the number of new refugee entrants into the US will be lower than other years because of new intensified screening procedures and the difficulty of preparing and transporting government workers to do this new screening. In addition, refugees entering San Francisco encounter expensive housing costs and a bad economy.

However, our enrollments have been holding steady (we achieved 105% of our enrollment goal this quarter) due to both refugee and asylee referrals. We do our own outreach and recruitment, recruiting asylees through the national asylee hotline, promoting our services with immigration lawyers and Catholic Charities' own in-house legal immigration services program, community outreach and word-of-mouth.

We recruit refugee referrals by community outreach along with collaboration with refugee community organizations and our excellent reputation due to our long history and successful track record of providing employment services.

## **2. Goals:**

For the third quarter covering April through June 30, 2002, we enrolled 12 new participants, for a total of 40. This represents 105 % of our planned cumulative enrollment goal of 38 for the first three quarters. We continue to see a steady stream of asylee participants. In this quarter we enrolled asylees from Africa (Cameroon), the Middle East (Jordan, Yemen), Burma, Nepal and Latin America (Guatemala) as well as refugees from the former Soviet Union (Armenia, Kazakhstan and Ukraine) and Asia. We have a wonderful reputation in the refugee and immigrant community due to the quality of our refugee employment services and our capacity to speak many languages, especially Asian languages. We also provide free and low cost legal services by certified immigration specialists through our Immigration Services program which helps our outreach efforts.

By the end of this quarter we had planned a cumulative total of 20 placements and made 8 placements this quarter, for a total of 18 placements. This is 90% of our placement goal, a remarkable achievement in light of the continuing (and even worsening) recession. It is becoming harder to place newcomers with limited English skills, however, our successful rate in spite of the post boom economy attests to our wonderful job developer who cultivates excellent relationships with employers and brings them job ready candidates. This quarter we have placed participants in in-home support services, mail room, stock person at a shoe store, production worker in a spice company and in janitorial and security jobs. The person we placed in a security job moved from part-time to full-time in less than a month, due to his excellent performance.

We anticipate more placements in the coming months as clients finish their ESL training and enter the job search phase. And after placement, we are always ready to help if problems occur on the job. In general, it is becoming harder to place lower level limited English-speaking participants in this current recession. Employers report fierce competition for available openings and they are receiving large numbers of resumes from American-born applicants for entry-level jobs, to whom they frankly admit they are giving preference.

In spite of the gloomy economy, our placement statistics are excellent.

**October 1, 2001 - September 30, 2002**

	Planned enrollments	Actual enrollments	Planned placements	Actual placements
Quarter One	11	10	0	2
Cum to date	11	10	0	2
Quarter Two	15	16	8	8
Cum to date	26	26	8	10
Quarter Three	12	12	12	8
Cum to date	38	40 (105%)	20	18 (90%)

**Clients still active from last program year:**

There are no active clients from the last program year.

**3. Administration:**

At least one REAP staff member attends all required refugee service provider and other meetings. In this quarter, the REAP staff attended the April 26th and June 21<sup>st</sup> Refugee Service providers meetings and several other meetings of the WIB addressing refugee funding issues. REAP staff helped coordinate the wonderful Refugee Awareness Month event held on May 10<sup>th</sup>

We are fully compliant with paperwork and documentation requirements. Any minor glitches are taken care of as soon as we are made aware of them. We enjoy good relationship with the Private Industry Council and the Department of Human Services. .

**4. Acculturation Programs**

Catholic Charities does not provide acculturation services.

**5. Other Comments/Suggestions**

We are pleased to be able to provide employment services for refugees and political asylees, using our talented staff to help newcomers fleeing bad situations in their homelands get their first job in America and move towards self sufficiency.





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## Quarterly Narrative Report

Subcontractor: Jewish Vocational Service  
Program Activity: Employment Services/English Language Training:  
# 168B952P JVS-ES ELT and # 168B952P21- JVS-ES/ELTO  
Prepared by: Natasha Kats.  
Date: June 27, 2002

The Employment Search Program is designed to assist refugee and political asylum seekers to gain employment as soon as possible. The Employment Search Program combines the study of English and Job Search Skills and an intensive job search with JVS's assistance. The program provides individual and group meetings with experience, bilingual JVS counselors, minimum 192 hours of English and job search skills training, practice in interviewing, talking with employers and filling out applications. Employment Counselors provide job search assistance such as answering questions, help with writing resumes and cover letters and making phone calls. Participants receive first notification of new job opportunities from JVS. We also provide participants with Muni Fast Passes.

### 1. Goals

#### # 168B952P2 JVS-ES ELT, 18-49 year old Component

JVS enrolled 9 clients in this component of the program during the third quarter for a cumulative total of 26 enrollments for the three quarters that is 19 enrollments less than our goal of 45. Six of these participants entered employment during this quarter for a cumulative total of 19 placements for these three quarters that is 11 placements less than of our goal of 30 placements. Our retention rate is 34%.

2 clients have full-time jobs with salaries ranging from \$10.00 to \$16.00 per hour. Five clients have a part-time job with salaries ranging from \$7.00 to \$21.59 per hour. Events of September 11 which created depressed job market, massive lay-offs, especially in manufacturing and technology sectors, resulted in fewer hiring and subsequently, in fewer placements within this quarter. In addition, as a result of tightening of security in the country, emigration went to a virtual stop. People who lost jobs in technology and manufacturing sectors and who were paid high salaries, needed time to adjust to the current market, such as to bring down their salary expectations and to start explore other career opportunities. JVS counselors noted that clients come to JVS at the time when their unemployment benefits are ending and after they've been unsuccessfully looking for a job for a couple of months. Clients often are experiencing frustration and urgency. The gap between employers requirements and clients' skills has grown. We noticed a decrease in salaries for entry- to mid-level positions.



#### **168B952P21 JVS-ES/ELTO, Older Worker Component**

JVS enrolled 11 clients in the older worker component of the program during the third quarter, for a cumulative total of 15 enrollments, 8 placements short of our goal of 23. Three of these participants entered employment during the third quarter for a cumulative total of 4 placements, 5 placements short of our goal of 9.

One client has a full-time job with the salary of \$13.27/ hour. One participant has a part-time job with salary of \$25/hr. One client has a full-time temporary job at \$15.00/hr. JVS provides this category of clients with basic computer skills. After completion of these classes clients who have never handled computers before, have an understanding of how to use computers in an office environment.

JVS employment specialists try very hard to find jobs that do not require fluency in English. We attribute lower figures in older worker category employment to slowdown in economy, especially in manufacturing. Even entry-level jobs are hard to find because of the hiring freeze and fierce competition with younger age population. In addition, this category of clients does not possess as much fluency in English as native speakers who are applying for these jobs. Half of the mandatory clients in this category are over 60, with serious health problems which makes it extremely difficult to place them.

#### **2. Administration**

Program administration has continued to run smoothly. Communication among JVS, PIC and the CIP also continues to flow smoothly.

#### **3. Recruitment**

Recruitment aspect of the program experiences some difficulty due to the sharp decrease in immigration. JVS is working hard on the outreach aspect and constantly promotes JVS services to the community through newspaper and local TV advertisement and community outreach.

#### **4. CalWORKS Referrals/Process**

We have received very few of CalWORKS referrals from DHS caseworkers due to a major decrease of DHS ES' caseloads. Also, the majority of CalWorks participants is requesting various trainings and not interested in early employment. We received fewer referrals from IRC during this quarter.

#### **5. Other comments/Suggestions**

none.



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## **Catholic Charities Refugee Employment Assistance Program (REAP)**

### **Individual Referral Program**

Third Quarter Narrative Report April 1, 2002 through June 30, 2002

Individual Referral Training – Occupational

REAP-IRO # 147B952G2

On the Job Training

REAP-OJT # 147B951J2

#### **1. Program:**

The Individual Referral Training Program for refugees started in 1999 as a way to provide customized vocational training for eligible refugees to prepare them for employment in specific fields

The Catholic Charities staff providing Individual Referral services is culturally and linguistically appropriate for the targeted population, who are generally, but not exclusively, refugees from the former Soviet Union or Eastern Europe. The multi-lingual IR Broker recruits and assesses candidates' suitability for the desired training, in conjunction with the assessment done by the Central Intake Point of the International Rescue Committee and the Targeted Vocational Assessment (TVA), done by DHS. Each training institution or school also does its own testing and assessment before accepting a participant. The IR Broker brokers, negotiates and prepares IR/OJT contracts between the training institution and the PIC, and is responsible for overseeing all aspects of the contracting process including invoicing and payments to the schools. She is responsible for following the participants' progress while in training. After completion, in conjunction with the school, she provides job advising, labor market orientation and job search assistance. The IR Broker reports placements, follows on-the-job progress, verifies employment after 90 days and is familiar and experienced with all required CIP and PIC paperwork.

Since inception, the program has assisted 59 participants to enroll in and complete training. Many of these jobs were for training in the high-tech field such as quality assurance engineers and Microsoft certified engineers. Some of these graduates found jobs paying up to \$40 an hour. However, not all training was in high-tech fields, some were trained on-the-job as auto body shop worker and office manager.

In addition to providing access to specialized training, the program provides individualized assessment, employment orientation, case management during the training period, supervised structured job search and job readiness activities, individual employment and career counseling, job development, job placement, ninety days of job retention and other necessary support assistance.

## **2. Goals**

For the program year from October 1, 2001 through September 30, 2002 our goal was to enroll ten participants. During this third quarter we enrolled two new participants. We now have nine enrollees, 90% of our planned year's enrollment goal of 10. Of the nine, one participant is enrolled in OJT as an electrician's helper, one is in network professional training, one in manicurist training and the others are studying computerized accounting. We had a prospective tenth participant who wanted hardware verification specialist training but short-term training in this field is unavailable, and it was too late in the program year to recruit another participant. We planned four placements by the end of June, however, all participants are currently still in training.

### **Clients still active from the last fiscal year:**

Of the total of 25 participants in the FY 2000 contract, all have completed training. 15 have been placed through this quarter. This brings our rate up to 60%. We are continuing to work with all participants and despite the lingering recession we are confident that they will eventually find jobs.

## **3. Administration**

At least one REAP staff member attends all required refugee service provider and other meetings. In this quarter, the REAP staff attended the April 26th and June 21<sup>st</sup> Refugee Service Providers' meetings and several other meetings of the WIB addressing refugee funding issues. REAP staff helped coordinate the successful Refugee Awareness Month event held on May 10<sup>th</sup>

We strive to be compliant with all PIC reporting requirements and are fortunate to have a contract manager who is completely responsive to any requests for assistance.

## **5. Other comments and suggestions:**

If funding permits, the Individual Referral program should be continued. It is an excellent program that takes into consideration the individual abilities and wishes of the refugee. It provides an opportunity to learn a new field or upgrade job skills, leading to better paying jobs that truly promote self-sufficiency.



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**THIRD QUARTER NARRATIVE REPORT**  
**Individual Referral Program April 1, 2001-June 31, 2002**

Subcontractor: **Jewish Vocational Service**  
Programs: **IR #168B952G2 OJT #168B952J2**  
Prepared by: **Inna Pavlova, Marina Viter**  
Date: **July 9, 2002**

**IR (Individual Referral)/OJT(On-the-Job Training) Program**

JVS operate an individual referral (IR)/On-the-Job Training) Program which prepare ten (10) participants for employment in various occupations as specified in their Employment Development Plan (EDP) or Family Self Sufficiency Plan (FSSP). JVS as a subcontractor recruited and selected participants according to the characteristics breakdown detailed on the Participant Characteristics and Enrollment Schedule (RFG 122), who meet the following entry level requirements:

- a. Refugees who have been in the country 60 months or less;
- b. San Francisco, San Mateo, or Marin County residents, and
- c. In need of Individual Referral classroom or On-the-Job Training.

**1. Goals**

**Enrollments: Third Quarter Cumulative**

Actual: 10 participants  
Goal for the year: 10 participants

We recruited 10 participants for our IR/OJT programs during the first three quarters and that has exceeded our goal. 9 participants were enrolled in Individual Referral Training - Occupational and one participant was enrolled in On-the-Job Training program. 7 IR participants who were referred to computerized accounting program are completing their training and starting the job search process.

At the present time JVS collaborates with two vendors to provide the above training: Oxman College and SATI. JVS is collecting data on attendance and academic progress for all JVS IR clients along with feedback from the participants on quality of training.

OJT component: The participant who was referred to OJT, Vadim Blinder, completed his training and has been working for Black Sea Corporation for more than 2 months, since 5/1/02. The follow-up demonstrates that Vadim Blinder is glad that he has this job experience. He is working on improving his professional as well as language skills. He has no problem relating to supervisor or his fellow employees. Everything is running smoothly.

**Placements:**

As of July 9, 2002 there was 1 training related placement under IR component. Boris Sheykhetov was promoted with salary increase. Five of the participants are receiving no cash assistance and are in a working poor category, and four of the participants are on RCA assistance.

JVS has arranged series of interviews for IR graduates. The hiring process became more complicated and evolved. Two of the participants went through three steps of the interviewing process and are waiting for the response from the employers.

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*Jewish Vocational Service (JVS) links employees and individuals together to achieve their employment goals by providing the skills necessary for success in today's workplace. Founded in 1973, JVS is a non-sectarian, not-for-profit corporation with funding from government, foundations, businesses, individual donors, fees for services and the Jewish Community Federation. JVS is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and the Bureau for Private Postsecondary & Vocational Education (BPPVE).*

JVS counselors and program participants are working hard on developing new training-related job leads. The situation that we can observe on the labor market is the following:

- Open positions became more demanding and require high level of communication and interpersonal skills.
- There are very few entry level positions open.
- Our clients have to compete with more skilled professionals.

JVS counselor is in contact with IR clients on a weekly basis for job development purposes. All IR participants went through 9 hours Job Search Skills Class in JVS. Job development strategies were identified and resumes and cover letters were developed. Participants improved their interview skills within a frame of Mock Interview.

At this point JVS IR coordinator works actively on researching the job market for entry-level accounting positions. JVS Employer services department establish direct contacts with prospective employers. At the same time the placement of IR program participants is not an easy task. They compete for a job with people who have had an American experience within the accounting field and whose language skills are excellent. IR participants have deficiencies in both areas, and that put our clients in disadvantageous position. Few IR participants are actively going to job interviews and we hope that soon they will receive offers.

## **2. Administration:**

Administration seems to be running smoothly.

It has been a transfer for OJT client from ES/PIC program to OJT program within the same funding source. We acknowledge cooperation of PIC/REF program coordinator to help JVS staff to receive a credit for the placement.

## **3. CalWORKs/PAES Issues**

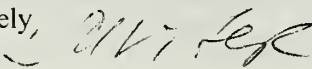
JVS has not received any direct referrals from either CalWORKs or PAES. At the same time JVS did not provide wide outreach for IR/OJT programs due to limited number of slots.

## **4. Other Comments/Suggestions:**

We believed that there is a demand for IR training within the refugee community. Should the IR training opportunity arise, it should be not in the computerized accounting field, but in some other area with regard to the current market trend. In addition, we have to take into consideration that for the program to succeed, the ESL level of the participants should be no less than 7, and they have to have first American job in their resume.

If you have any questions please feel free to contact me at 782-6293 or via Email:mviter@jvs.org.

Sincerely,



Marina Viter  
JVS IR Employment specialist

# 3<sup>rd</sup> Quarter Narrative Report

(For the period April 1, 2002 to June 30, 2002)

**Subcontractor:** Jewish Vocational Service  
**Subcontract NO:** 168B952H21  
**Acronym:** JVS -VT/IT  
**Date:** July 10, 2002

## 1. Goals

Program goal: provide refugees and political asylees information technology training along four separate tracks: CADD (AutoCAD, Vellum, Solids Works, Pro/ENGINEER), Web Design, Cisco Networking Technology, and UNIX Systems Administration. Each student who participates earns qualifications as a Drafter/Designer, Web Designer, Junior Network Administrator, or UNIX Systems Administrator, and improves his or her VESL, if necessary, including technical vocabulary.

<u>Annual enrollment goal:</u>	<b>24</b>
Enrollment to date:	<b>23</b> (approved - 22, pending - 1)
▪ CADD:	<b>14</b> (approved - 14)
▪ UNIX:	<b>4</b> (approved - 4)
▪ Computer Networking Technology (Cisco):	<b>5</b> (approved - 4, pending - 1)

New enrollments in the 2<sup>nd</sup> Quarter (included in above totals):

▪ CADD (Vellum, ProENGINEER):	<b>2</b> (approved - 2)
▪ Computer Networking Technology (Cisco):	<b>5</b> (approved - 4, pending - 1)

### Computer Aided Drafting and Design

The CADD program includes four independent modules in which clients may enroll at four different points from November 2001 to June 2002. All four modules have now completed.

14 clients enrolled in one or more modules this year, and all completed at least two modules. The number of clients who have completed each module is:

▪ AutoCAD:	<b>9</b>
▪ Vellum:	<b>6</b>
▪ ProENGINEER:	<b>7</b>
▪ SolidWorks:	<b>5</b>

The numbers of clients who have completed more than one module are:

▪ Two modules:	<b>5</b>
▪ Three modules:	<b>5</b>
▪ Four modules:	<b>4</b>

2 clients still have projects to complete before they can receive completion credit for one or more modules, while 12 have completed all required work for each module in which they were enrolled. Clients continue to access lab hours to further refine their skills and develop their portfolios.

We also continue to work with one client still active from the last program year, Yevgeniy Zakrevskiy. After graduating from the AutoCAD class, he was unsuccessful in his efforts to find a job as a mechanical Drafter/Designer. To upgrade his skills and, in particular, to add other proficiency with

other programs to his repertoire, he has continued to attend and complete classes. As a result, we believe he now has a better chance to find a job.

## **UNIX Systems Administration**

The UNIX program began classes at JVS on October 29, with instruction provided by City College of San Francisco. 4 participants began training and remain enrolled. The course is comprised of the following five City College Computer and Information Science courses:

- Local Area Networks (3 units) – completed
- Introduction to UNIX (3 units) – completed
- UNIX Systems Administration (3 units) – completed
- UNIX Shell Programming (1 unit) – completed
- Networking with TCP/IP (3 units) – in session

Students who complete classes satisfactorily will receive college credit, and JVS staff will assist them finding jobs. The course will complete on July 15.

## **Cisco Networking Technologies**

The Cisco Networking Technologies program prepares participants for entry into careers in network administration and began May 28. Instruction for the following credit courses will be provided by City College of San Francisco, and by contract instructors for CCNA exam preparation:

- Windows Networking Essentials (2 units) – in session
- Supporting Windows Networks (3 units)
- Internetwork Design (3 units)
- Router Technologies (3 units)
- CCNA Exam Preparation (non-credit)

## **2. Administration**

Although providing four different modules in the CADD program allows for clients to address various specialties, offering them greater flexibility and the opportunity to be trained in several areas, making them more employable, this arrangement requires greater coordination with different teachers, maintaining facilities, and linking the material covered in each module with the VESL classes. In spite of these challenges, we feel we have made the transitions from one module to the next as smooth as possible and transparent to the participants.

## **3. Recruitment**

We have completed recruitment for the current program year.

## **4. CalWORKs/PAES issues**

Although the CADD, Cisco, and UNIX courses are authorized to receive Welfare-to-Work Individual Referral contracts for CalWORKs and PAES participants, we have enrolled all eligible refugees and political asylees under our PIC Refugee contract, not as IRs. There are no other issues to report at this time.

## **5. Placements**

Six participants have found jobs to date, two in the last quarter. Five placements are full-time, with an average hourly wage of nearly \$22 per hour. One placement is part-time, with a wage of \$16 per hour.

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**Refugee Vocational Training Programs**  
**THIRD QUARTER NARRATIVE REPORT, Program Year 2001/02**

Subcontractor: **Jewish Vocational Service**  
Program: **JVS-VT/OTC: Office Technology and Communications**  
Contract # 168B952H22  
Prepared by: **Crystelle Egan**  
Date: **July 10, 2002**

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The Jewish  
Vocational Service  
assists individuals and  
businesses achieve  
their employment goals  
by providing the skills  
necessary for success  
in today's workplace.  
JVS is a non-sectarian  
not-for-profit corporation  
founded in 1973.

A Beneficiary of the Jewish  
Community Federation

## 1. The OTC Program

The Office Technology and Communication training program is designed to teach typing, MS Office applications, general office skills, and Vocational English as a Second Language to limited English proficient refugees and asylees. Participants complete 80-96 hours of internship practice in local businesses (unless they are already working full-time). Two cycles are offered in PY 2001/02, an 18-week full-time daytime program and a 21-week part-time evening and weekend program.

JVS recruitment efforts have included:

- Mass mailings and phone calls to DHS Employment Specialists, community contacts, immigration law offices, and legal organizations that assist asylees
- Participation in DHS Provider Fairs
- Calls by program graduates to potential participants (from JVS database)
- Advertisements in Russian-language newspapers
- Flyer distribution campaigns
- Asking current students (especially asylees) to distribute flyers in their communities
- Presentations at community organizations and at the one-stop centers by the JVS Outreach Coordinator

## 2. Goals

### Enrollment:

#### Third Quarter Cumulative

Actual: 24 participants

Goal: 27 participants

#### Second Quarter

Actual: 3 participants

#### First Quarter

Actual: 15 participants

We have met 89% of our enrollment goal for the year. Our enrollment was effected by the lack of new refugees arriving to the U.S. due to the new policies implemented after September 11<sup>th</sup>.

**Employment Entry:****Third Quarter Cumulative****Actual:** 11 participants**Goal:** 6 participants**Second Quarter Cumulative****Actual:** 2**First Quarter****Actual:** 1

We have achieved 183% of our cumulative employment entry goal for the 3<sup>rd</sup> quarter and 50% of our employment entries for the year. The second cycle of OTC is still in session; intensive placement activities with this group will begin in the 4<sup>th</sup> quarter. Participants from the first cycle continue to seek employment with JVS' assistance. We continue to conduct job searches with employed participants who are working in positions that do not offer benefits. At the end of the 3<sup>rd</sup> quarter 27% of our employed participants were working in positions with benefits, a figure that increased to 55% in the first 10 days of the 4<sup>th</sup> quarter.

Due to the current economic situation, our participants are finding the competition fierce for entry-level clerical positions. We are encouraging participants to build up their skills by working in part-time and temporary positions. We have also increased our retention services for newly employed participants. Retention services include on-site job coaching/interpretation, close communication with supervisors, and after work or lunchtime check-in meetings with newly employed participants.

**Active participants from 2000/01:**

One 2000/01 participant entered employment in the 3<sup>rd</sup> quarter and a second began a job on the first day of the 4<sup>th</sup> quarter. The files of sixteen 2000/01 participants remain open. Four participants continue to actively seek work with JVS assistance. We have been keeping the files open in case the participants would like to reactivate an active job search.

**3. Administration**

A JVS representative has attended all scheduled refugee service provider meetings. Administration seems to be running smoothly.

**4. Acculturation Programs – N/A****5. Other Comments/Suggestions:**

The Refugee Awareness Event was a great opportunity to celebrate the diversity of the refugee and asylee community. Let's make it an annual event!

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# *International Institute of San Francisco*

**International Institute of San Francisco**

**REFUGEE ACCULTURATION PROJECT**

**PRIVATE INDUSTRY COUNCIL**

**Third Quarter Narrative Report**

**April 1, 2002 – June 30, 2002**

The Acculturation Program of International Institute of San Francisco continues to provide assistance for refugees and helps them to adjust to American life and become active participants in their community. During the third quarter we have added 30 new clients and 11 clients returned to the program for additional services. This program year, to date, our cumulative enrollments include 88 new clients and 38 returned clients. Though we are meeting the goals set forth in the contract, we have been affected by the very low number of refugee arrivals following the September 11 terrorist attacks of last year. To compensate for this, we have increased our outreach efforts to the refugees who arrived before September 11<sup>th</sup>. Our main one-on-one individual service areas for the refugee population continue to be information, referral and translation. In addition we have two groups meeting every week in citizenship classes and two groups meeting two times per week learning English as a Second Language (ESL). Class size averages twenty people.

We provide our clients with information on important issues, such as changes in laws, updates on city policies, openings in subsidized housing, etc. Our clients are being referred to other Institute programs or outside agencies for the services that we are not able to provide. We continue to maintain and strengthen our cooperative relationships with Senior Centers in the Richmond and Sunset Districts, and refer clients to these agencies as well as receive referrals from them. We continue to assist our clients with filling out application forms for a number of various benefit programs, writing letters and getting utilities discounts. We provide Russian refugees with one on one and group counseling, focusing on health and safety issues and ways to cope with developmental disabilities. Program staffs escort our clients to Social Security Administration, help them gather income and eligibility documents to confirm their eligibility for SSI, and go with clients to doctors, hospitals and other institutions where Russian interpretation is not available. Our program's long-term involvement with Russian refugee community has built the trust necessary for refugees to seek us out for these kinds of assistance.

In our ESL and citizenship classes we continue to focus on the laws, requirements and responsibilities that our clients now have in their new country. Our staff tries to tailor teaching curriculum to answer needs of our clients and to better prepare them for everyday situations. For instance, one of our clients had electrical problems at her apartment and our staff helped her to contact building manager to fix the problem. Next week English class included words and phrases on how to deal with electrical problem. Another client was going to return the item she bought at the store and all the students in the English class were practicing the possible scenarios on that day. Topics in ESL classes range from making a phone call to a neighbor to talking to a doctor about health problems. Health and safety, consumer education and culturally appropriate courtesy issues are a big part of our ESL curriculum. In citizenship classes our clients learn about their new country's past and present.



## *International Institute of San Francisco*

Coming from places where the government dominated their lives, elderly Russian-speaking clients are very interested in the history of the United States, Government and political parties. Our clients work hard to learn basic English and US History and Civics, and as a result all of them pass their Citizenship Interviews with the INS successfully. At every staff meeting, Ella announces how many of her clients have passed the Citizenship test during the prior month, and we all cheer. It is quite possibly the best benchmark we have of success in this work.

We did not encounter any problems in the administration of our program and timely submitted required paperwork and fiscal documents. During the reporting period our agency representatives were part of all scheduled refugee service provider meetings.

We are successful in attracting our clients by providing very needed services and by being flexible and sensitive to clients' changing needs. We outreach to our clients by collaborating with the other programs of IISF, Senior Centrals and different Community-Based Organizations. Mostly, our clients refer their friends and family members to us because they like the way they have been treated at IISF.

We are sure that the acculturation and social adjustment services program affects the lives of our participants very positively. The client satisfaction surveys that we conduct among our clients twice a year show that services the program provides are rated as "excellent" and are very adequate to refugees' needs. The vast majority of our clients use two or more types of services that we provide on a weekly basis. They describe our services as "comprehensive", "attentive" and "friendly". After participating in the program our clients feel much more confident in dealing with everyday life situations in their new homeland. Their English skills improve, and this new skill lets them have conversations with native speakers, interact with their neighbors, make phone calls, and visit non-Russian speaking doctors. They learn more about the country and American way of life, which increases their confidence and self-respect while providing them with knowledge and information.



# Jewish Family and Children's Services

of San Francisco, the Peninsula, Marin and Sonoma Counties

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## Jewish Family and Children's Services Acculturation and Social Adjustment Services Grant Quarterly Narrative Report: 4/1/02-6/30/02

### 1) Program

The JFCS acculturation and social adjustment services are comprised of a number of programs, from help with spoken English and adjustment to American culture to instruction in U.S. history and preparation for the Naturalization interview. Please see section 4 in this report, "Acculturation Programs," for descriptions of these programs in detail. Our target population is mono-lingual Russian-speaking refugees from the FSU, age 50 and above, residing in San Francisco, Marin, and San Mateo Counties. We have a strong, multi-pronged process in place for recruiting clients into our acculturation and social adjustment programs. The opportunity for meeting with a volunteer for English language practice and acculturation is introduced at the Newcomer Orientation for newly-arrived refugee clients. An appointment with the Volunteer Coordinators is mandatory for all newly-arrived refugees between the ages of 20 and 65. During this appointment, the Coordinators assess the clients' ESL levels, discuss what a volunteer is and the various opportunities for meeting with one, and establish the clients' availability to meet. At this point, the clients are either matched with a volunteer in a One-to-One or ESL group setting, or, if the client is not available for these options when the interview is conducted, the Coordinators follow-up with clients and continue to try to match them with a volunteer later, as appropriate. The clients' caseworkers are apprised of the results of Coordinators' contacts with clients. In addition, there are a number of ways clients that are not newly-arrived are referred for a volunteer. For example, caseworkers may refer clients who have become unemployed and need extra language-coaching and support. Also, when clients begin the citizenship application process, the Citizenship staff informs them of the programs available to help them prepare for the interview. We also have an ongoing ad in *New Life*, a Russian-language newspaper, which details our naturalization services, including classes. Clients fill out class-request and/or tutor-request forms which allow the Volunteer Coordinators to place the client in an appropriate class or tutoring situation. In this quarter, we placed an advertisement in *New Life* for our ESL conversation groups, specifically targeting the 50 to 65 year-old population; we plan to run this ad with the new set of criteria now applicable.

# Jewish Family and Children's Services

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## 2) Goals

The purpose of the Jewish Family & Children's Services' Acculturation/Social Adjustment Services program is to assist older refugees to understand and effectively utilize and interact with basic systems involved in daily living. Depending upon the interests and needs of the participating refugees, language classes and individual tutorials may cover a wide variety of topics, such as American workplace culture, the process of applying for U.S. citizenship and employment, the health care system, housing issues, the educational system, and human relations.

During this reporting period, JFCS volunteers have enrolled 12 grant-eligible refugees. While this number falls short of the projected goal of 24 individuals for the third quarter reporting period, this was anticipated due to the moratorium on new refugee arrivals and subsequent reduction in arrivals since September 11, 2001. With the resumption of arrivals, as well as amendment of enrollment figures for the past two quarters in accordance with the February, 2002 blanket waiver issued by the ORR, rescinding the 5-year limitation on U.S. residency for grant eligibility, we anticipate that we will meet our projected goals by the end of the program year.

Cumulatively, we have enrolled 53 people in the past three quarters: 21 in the first quarter, 20 in the second, 12 in the third.

## 2) Administration

Overall, program administration has run smoothly. Our Volunteer Coordinators have been in frequent contact with both clients and volunteers to arrange appropriate matches, assist with programmatic and logistical arrangements, provide support materials and training, and ensure high quality services. JFCS did not receive notice of the ORR blanket waiver, issued in February, 2002, until the end of May. This affects our administration, as we must contact clients for whom we provided services and did not enroll because we were had not been informed of the change in grant-eligibility terms in a timely manner.

## 3) Acculturation Programs

The acculturation and social adjustment services that we are providing to clients include: SOS Job Search -- a new program of free vocational coaching, the One-to-One English conversation program, ESL Conversation Groups, Civics classes, Drop-in Citizenship Interview Preparation, Naturalization Tutors, and short-term ESL Conversation Groups. SOS Job Search is a new series of workshops and



# Jewish Family and Children's Services

one-on-one coaching for émigrés who came at the upturn of the economy (2-5 years ago), found employment with little or no job search preparation training, and were laid off during the recent downturn. Volunteers help émigrés learn job interview techniques, networking skills, résumé writing, and to generally gain more knowledge of American workplace culture. Clients participating in the One-to-One program meet weekly in their homes with an English-speaking volunteer; opportunities for émigrés provided by these meetings include role-playing job interviews, increasing confidence in speaking English, learning about American customs, expanding vocabulary for professional and quotidian life. ESL Groups allow clients to practice their English while connecting with an American volunteer and interacting with a group of people who share their situation as émigrés and are ESL peers; the lively discussions that ensue can have topics ranging from literature to local elections. The short-term ESL conversation groups are successful with both very low-level and intermediate to higher-intermediate ESL refugees. They are useful for the former because they provide a highly supportive environment to practice conversational English, decrease isolation, and increase knowledge of American life and customs. For the latter group, they also provide a quick boost to spoken English skills for those actively seeking work and otherwise unable to make a longer-term commitment to meet.

Civics classes, also organized by ESL level, are specifically geared to provide émigrés with the information and practice they will need to succeed at their naturalization interviews. Clients are often very anxious about this interview, which tests their English and US history knowledge; receiving US citizenship is an important psychological victory, as well as financially essential to senior refugees, as it determines their eligibility for federal benefits. This 6-week civics course furthers émigrés' confidence by providing concrete information about the naturalization process, a friendly forum to practice, and low-pressure opportunities to test the knowledge they will need to have to pass their interviews. The Drop-In Citizenship Interview Preparation is an opportunity for clients who are already scheduled for their naturalization interview to go through a mock-interview, where the volunteer plays the role of the INS officer and replicates the interview experience as closely as possible, while at the same time providing final corrections and pointers for the client – a process which really helps as an ultimate confidence-booster. The Tutoring program is a special aid to those with mobility problems and/or in need of individual attention and practice. The volunteer comes to the client's home and provides a version of the Drop-In class tailored to the client's individual needs. These three very popular preparatory programs are largely responsible for JFCS' clients' 97% naturalization interview passage rate. In this new quarter, JFCS is also starting a series of volunteer-run seminars designed to help émigrés navigate the basics of the American financial system -- such as taxes, investing, insurance, retirement planning -- in order to help clients maximize their financial positions and opportunities.

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# Jewish Family and Children's Services

Clients often tell us that having the opportunity to meet with a volunteer is an invaluable support in terms of both information and English language practice. They significantly increase their confidence and decrease their stress in dealing with basic systems of daily life.

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## 5) Other Comments/Suggestions



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

creating  
employment  
opportunities

MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE

DATE: JULY 26, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT

*PSH for PSC*

SUBJECT: BUDGET ADJUSTMENT, WIA ADULT FORMULA, PY'2002 (Agenda Item #5)

The Program Resources Committee is asked to adjust the budget for third year funding of the Adult formula allocation of the Workforce Investment Act (WIA) for the current Program Year (July 2002 through June 2003).

**BACKGROUND**

At its meeting of June 17, 2002 the Executive Committee considered a recommendation from its One Stop Committee to set aside \$500,000 in WIA funds for technology development. After extensive testimony, the Committee reduced the technology set aside to \$200,000. Its action "returned" \$300,000 to the three WIA allocations (Adult, Dislocated Worker, and Youth) for program use.

WIA Adult Share	WIA DWP Share	WIA Youth Share	Total Share
162,021	189,756	148,223	500,000
-97,213	-113,853	-88,934	-300,000
64,808	75,903	59,289	200,000

The initial effect of this return was to make an additional \$97,213 in Adult funds available for obligation. The final Executive Committee budget lists this amount as set aside for "immediate redistribution by the PRC," and a footnote states, "The Program Resources Committee will, as soon as possible, decide how much of the funds returned to training use from the 'technology reduction' should be distributed to the Adult (formula) program and how much should be distributed to the Dislocated Worker (formula) program."

After internal debate, staff has determined that shares of the technology set aside must be returned to the three WIA formula streams in the same proportions as they were contributed. Reasons for this include ensuring that no prohibited transfers between allocations take place, and maintaining a consistent methodology for allocating costs. Committee Chair, Trent Rhorer, asked the staff provide no further recommendations for obligation or allocation of these funds.

The table on the next page shows PY 2001 funds distribution and PY 2002 funds as they are currently distributed.



## WIA Adult Training Allocation

### Comparison of PY'2001 and PY'2002 WIA Adult Training

	PY'2001 7/01/01- 6/30/02	# Enrollments	PY'2002 Exec.Comm. June 17	# Enrollments
<b>Computer &amp; Office Technology</b>				
Goodwill Industries (GWI)	\$ 18,168	10	\$ -	
Mission Lang. & Voc. School (MLVS)	\$ 86,945	29	\$ 86,945	29
Intercultural Institute of California (IIC)	\$ 102,350	27	\$ 102,350	27
San Francisco Vocational Services (SFVS)	\$ 52,959	11	\$ 52,959	11
<b>Constructions &amp; Cabinet Making</b>				
Asian Neighborhood Design (AND)	\$ 67,671	17	\$ 67,671	17
Young Community Developers (YCD)	\$ 65,666	15	\$ 65,666	15
<b>Food Preparation Service</b>				
Haight Ashbury Food Program (HAFP)	\$ 47,693	10	\$ 47,693	10
Ella Hill Hutch Community Center (EHH)	\$ 43,375	11	\$ -	
<b>Health Careers</b>				
Self Help for the Elderly (SHE-HHA)	\$ 34,652	9	\$ 34,652	9
Arriba Juntos (AJ)	\$ 96,906	24	\$ 96,906	24
<b>Housekeeping</b>				
Self-Help for the Elderly (SHE)	\$ 156,401	42	\$ 156,401	42
<b>Job Readiness Training</b>				
The Family School (TFS)	\$ 51,018	15	\$ -	
<b>On-the-Job Training</b>				
No. Calif. Service League (NCSL)	\$ 84,705	24	\$ 84,705	24
Arriba Juntos (AJ)	\$ 84,277	29	\$ 84,277	29
Jewish Vocational Service (JVS)	\$ 26,194	10	\$ -	
Swords to Plowshares (STP)	\$ 65,461	19	\$ -	
Contracts Subtotal	\$ 1,084,441		\$ 880,225	
OJT Set Aside Pool (Employer Reimbursements)	\$ 175,000		\$ 83,335	
Part. Support Pool (Transportation, Childcare)	\$ 153,303		\$ 83,334	
I.R. Pool - New Initiative Fund	\$ -		\$ 83,335	21
Undistributed			\$ 97,213	
Total Training Cost	\$ 1,412,744	302	\$1,227,442	258

PY 2000 Funds Carried Into PY 2001= \$172,541

cc: All subcontractors and Members of the Executive Committee



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

**DRAFT MINUTES OF THE  
AUGUST 6, 2002 MEETING OF THE  
PROGRAM RESOURCES COMMITTEE OF THE  
WORKFORCE INVESTMENT SAN FRANCISCO BOARD**

The meeting was held in the Auditorium of San Francisco Community College District Office located at 33 Gough Street in San Francisco, California 94103.

**PRESENT:**

Theresa Feeley, Linda Grohe, Barry Hermanson (10:43), Dwayne Jones, Craig Martin, and Trent Rhorer

DOCUMENTS DEPT.

**ABSENT:**

Shelley Bradford-Bell, Brian Murphy, Marion Standish, and Anna Yee

NOV 26 2002

**PIC STAFF:**

Elizabeth Cano, Alice Chiu, Wes Dixon, Karen Hart, Jim Kennedy

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The meeting was convened at 10:20 A.M. A quorum was not established.

Since a quorum was not present but anticipated, Chair Rhorer proceeded with discussion items.

**Agenda Item 6 – Employer-Provided Training**

Kevin Stange presented a brief overview of a national analysis on the employers' needs. The presentation is attached to these minutes as "Attachment A" and incorporated by reference hereinafter. They may also be viewed on the PIC's website at [www.picsf.org](http://www.picsf.org).

A quorum was established at 10:43 A.M.

**Motion to adopt agenda was made by Craig Martin and seconded by Linda Grohe.**

**Ayes:** Theresa Feeley, Linda Grohe, Barry Hermanson, Dwayne Jones, and Craig Martin

**Nays:** None

**Abstentions:** None

**Motion passed.**

**Motion to adopt minutes of the meeting held on June 4, 2002 was made by Dwayne Jones and seconded by Craig Martin.**

**Ayes:** Theresa Feeley, Linda Grohe, Barry Hermanson, Dwayne Jones, and Craig Martin

**Nays:** None

**Abstentions:** None

**Motion passed.**

### Agenda Item 3 – Homeless Employment Collaborative (HEC) Recommendations

Jim Kennedy gave an overview of the staff recommendations for Year Seven funding of the HEC program. The recommendations are attached to these minutes as “Attachment B” and incorporated by reference hereinafter. They may also be viewed on the PIC’s website at [www.picsf.org](http://www.picsf.org). Staff recommended that, since the HEC subcontractors reached or exceeded the target 70% acceptable performance standard, all ten be funded for Year Seven at the same level that they were funded for in Year Six.

#### *Public Testimony*

Toolworks

Rebecca Starr expressed her support of the recommendations.

Swords to Plowshares (STP)

Michael Blecker reminded the Committee that STP serves a difficult population and expressed his support of the recommendations.

Catholic Charities, St. Joseph’s Village

Joel Oppenheimer reiterated Mr. Blecker’s comments.

**Motion to adopt staff recommendations was made by Barry Hermanson and seconded by Dwayne Jones.**

**Ayes:** Theresa Feeley, Linda Grohe, Barry Hermanson, Dwayne Jones, and Craig Martin

**Nays:** None

**Abstentions:** None

**Motion passed.**

### Agenda 4 – Refugee Recommendations

Karen Hart gave an overview of staff recommendations for the County Plan goals and the expenditure plan for FFY 2002 Refugee Employment Social Services (RESS) and Targeted Assistance (TA) formula funds. The recommendations are attached to these minutes as “Attachment C” and incorporated by reference hereinafter. They may also be viewed on the PIC’s website at [www.picsf.org](http://www.picsf.org).

#### *Public Testimony*

Catholic Charities

Gerry Souzis stated that it is fortunate that San Francisco had received funding and expressed her thanks to Ms. Hart in working with subcontractors to discuss the best possible funding scenario to present to the Committee.

Jewish Vocational Service

Elizabeth Toups thanked Ms. Hart for her effort in collaborating with the subcontractors.

International Institute of San Francisco

Margi Dunlap expressed her thanks on behalf of her organization to Ms. Hart.

**Motion to adopt staff recommendations was made by Barry Hermanson and seconded by Dwayne Jones.**

**Ayes:** Theresa Feeley, Linda Grohe, Barry Hermanson, Dwayne Jones, and Craig Martin

**Nays:** None

**Abstentions:** None

**Motion passed.**

#### Agenda 5 – Workforce Investment Act (WIA) Recommendations

Wes Dixon gave an overview of staff recommendations for the third year budget adjustment for the WIA Adult formula allocation. The recommendations are attached to these minutes as "Attachment D" and incorporated by reference hereinafter. They may also be viewed on the PIC's website at [www.picsf.org](http://www.picsf.org). Staff recommended that shares of the technology set aside be returned to the three WIA formula streams in the same proportions as they were contributed.

#### Public Testimony

##### Swords to Plowshares

Michael Blecker asked the Committee to reconsider leveraging funds into the OJT set aside.

Linda Grohe suggested distributing the returned \$97,213 in Adult formula funds among the following activities:

- \$50,000 to augment the OJT Pool for Employer Reimbursements, and
- \$47,213 in subcontract funds to Swords to Plowshares for 14 OJT participants.

**Motion to adopt staff recommendations with the modification mentioned above was made by Linda Grohe and seconded by Dwayne Jones.**

**Ayes:** Linda Grohe, Barry Hermanson, Dwayne Jones, and Craig Martin

**Nays:** None

**Abstentions:** Theresa Feeley

**Motion passed.**

Chair Rhorer asked for public testimony on non-agenda items. There was none.

#### Other Business

Theresa Feeley expressed her concerns about the Welfare to Work Individual Referral Pool. She stated that she has been approached by several community-based organizations. She suggested that the Department of Human Services should hold a session for discussion and public testimony. Chair Rhorer replied that, if needed, there will be a special meeting in regards to that matter.

**Motion to adjourn the meeting was made by Linda Grohe and seconded by Barry Hermanson.**

**Ayes:** Theresa Feeley, Linda Grohe, Barry Hermanson, Dwayne Jones, and Craig Martin

**Nays:** None

**Abstentions:** None

**Motion passed.**

Meeting was adjourned at 12:00 Noon.



4.57

# **WORKFORCE INVESTMENT SAN FRANCISCO**

Local Workforce Investment Board for the City and County of San Francisco

5/02  
e/ed

Please Note that the Program  
Resources Committee Meeting  
scheduled for Tuesday,  
November 5, 2002 is  
**CANCELLED**, due to lack of  
quorum.

The **rescheduled** date and time  
of the Program Resources  
Committee meeting are  
**Tuesday, December 3, 2002**  
from 10:00 to 12:00 at 33  
Gough Street.

DOCUMENTS DEPT.

OCT 25 2002

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Thank you for immediate  
attention to this matter.



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

## NOTICE OF A PUBLIC MEETING

OF THE

WORKFORCE INVESTMENT SAN FRANCISCO BOARD'S

PROGRAM RESOURCES COMMITTEE

**Date:** Tuesday, December 3, 2002

**Time:** 10:00 a.m. – Noon

**Location:** Auditorium  
Community College District Office  
33 Gough Street  
San Francisco CA 94103

DOCUMENTS DEPT.

NOV 26 2002

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### AGENDA APPEARS ON THE REVERSE SIDE

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To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: [donna\\_hall@ci.sf.ca.us](mailto:donna_hall@ci.sf.ca.us)

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at <http://www.sfgov.org/bdsupvrs/sunshine.htm>

#### OTHER ACCOMMODATIONS

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.



If you require special accommodation due to a disability, please call Roberta Fazande at 415-923-4265 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

**Issued: Monday, November 25, 2002**

745 Franklin Street, Suite 200 • San Francisco, CA 94102-3228  
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1650 Mission Street, Suite 300 • San Francisco, CA 94103-2490  
Telephone 415.431.8700 • Fax 415.431-8702  
TDD 800.735.2929 (CRS)

**PROPOSED AGENDA  
PROGRAM RESOURCES COMMITTEE OF THE WISF BOARD  
TUESDAY, DECEMBER 3, 2002**

*Public Testimony will be taken throughout the meeting*

1. Adoption of the Agenda ( <i>Action Item</i> )
2. Approval of draft minutes of the August 6, 2002 meeting ( <i>Action Item</i> )*
3. Staff Recommendations for Carry Forward FFY 2001 Refugee Formula Funds With Review of FFY 2001 Performance ( <i>Action Item</i> )**
4. Staff Recommendations for Carry Forward PY 2001 Workforce Investment Act (WIA) Adult Formula Funds ( <i>Action Item</i> )**
5. WISF By-Law Changes (Information Item)
6. Research Update – Characteristics of Adult PIC Clients and their Post-Training Jobs (Information/Discussion Item)*
7. WISF's Priorities for WIA Adult Funds (Discussion/Possible Action Item)
8. PRC Future Meeting Schedule and Agenda Items (Discussion Item)
9. Public Testimony on Non-Agenda Items (Discussion Item)
10. Adjournment ( <i>Action Item</i> )

\*Information enclosed.

\*\*Information to be sent.

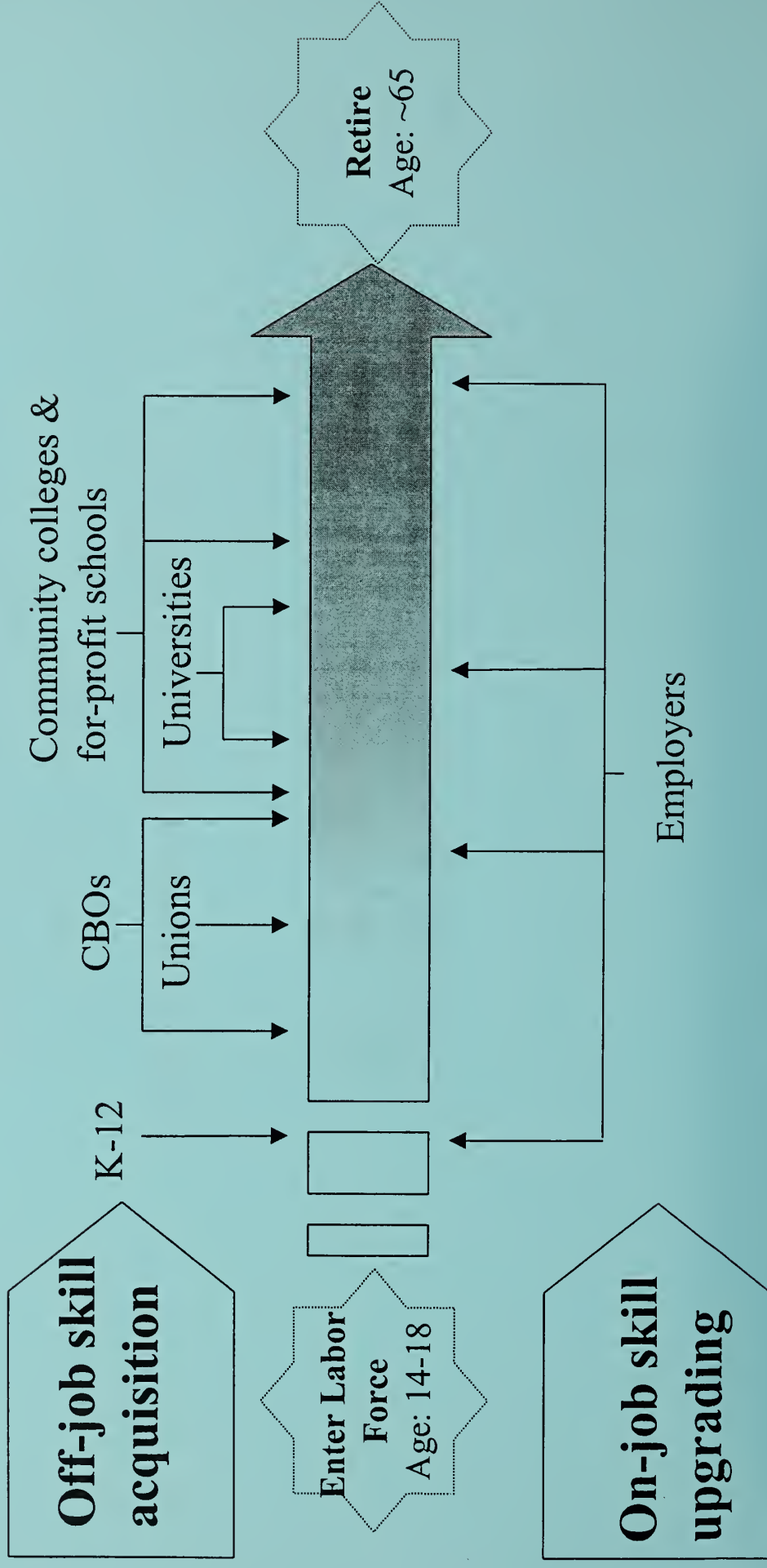
# Employer Provided Training

Workforce Investment San Francisco

Presentation to the  
Program Resources Committee  
August 6, 2002

Please contact Kevin Stange at [Kevin\\_Stange@ci.sf.ca.us](mailto:Kevin_Stange@ci.sf.ca.us) or  
415-557-6569 with any questions or comments on this report

There are many organizations through which  
workers acquire skills



# Employer Provided Training

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## Workforce Development Issues

---

- How does employer provided training complement CBO, union, and City College training?
- Does employer provided training enable career advancement?
- How can WISF efforts support employer investments in training?

## Today's Topics

---

- How much?
- Who?
- What?
- Remaining Questions

# How Much?

---

## Employers

- 70% of all employers provided formal training in 1993
- Nearly all provided informal training

## Dollars spent

- Direct costs: ~2% of payroll in 2000 = **\$620 million in SF**
- Indirect costs (wages while in training): ~ 5 times direct costs (1995)

## Workers

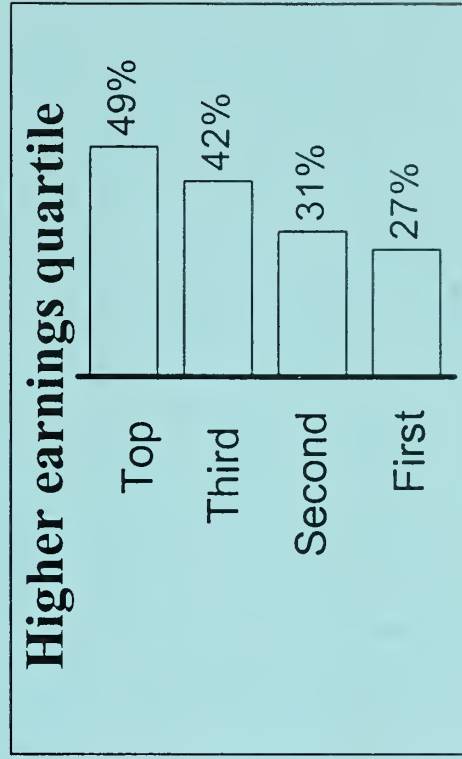
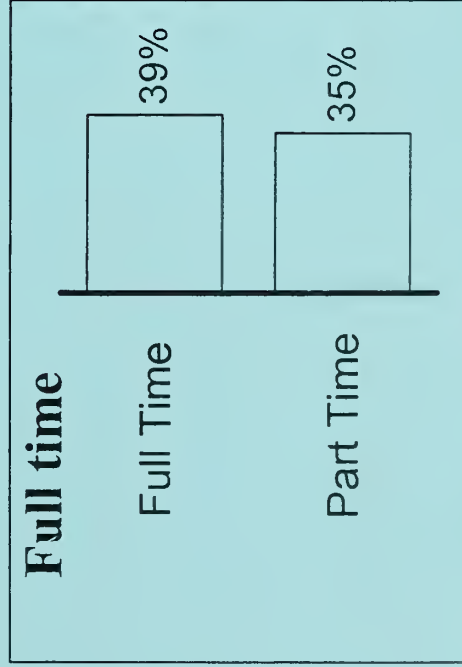
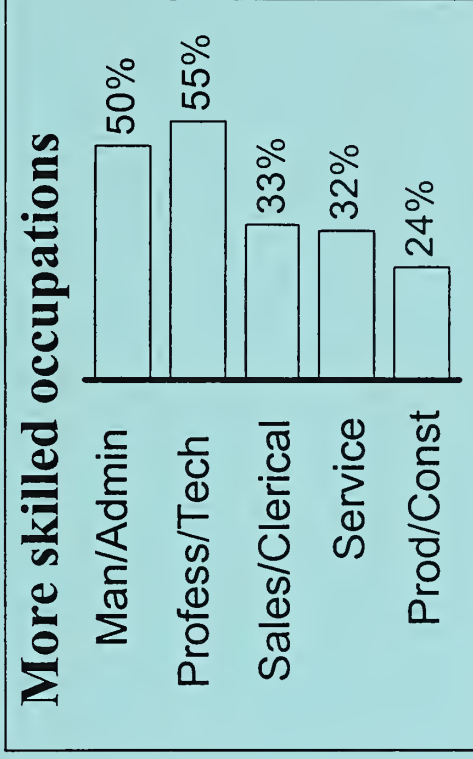
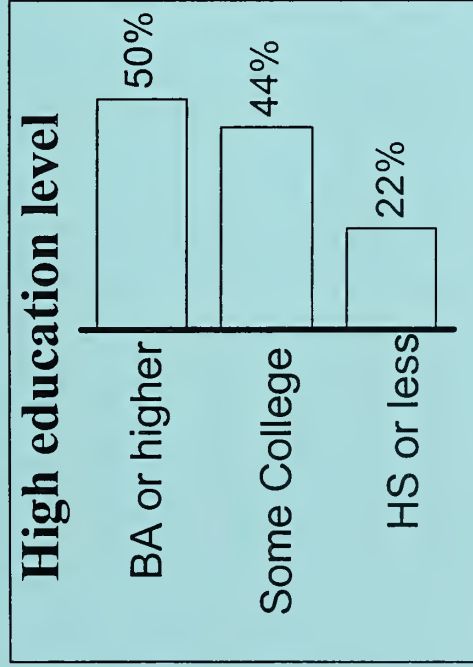
- **35-65% of all workers** received formal training in 1995
- Nearly all workers received informal training

## Time

- Workers spent **20-60 hours per year** in formal training (1995)
- Workers spent 2 to 3 times as much time in informal training

# Who?

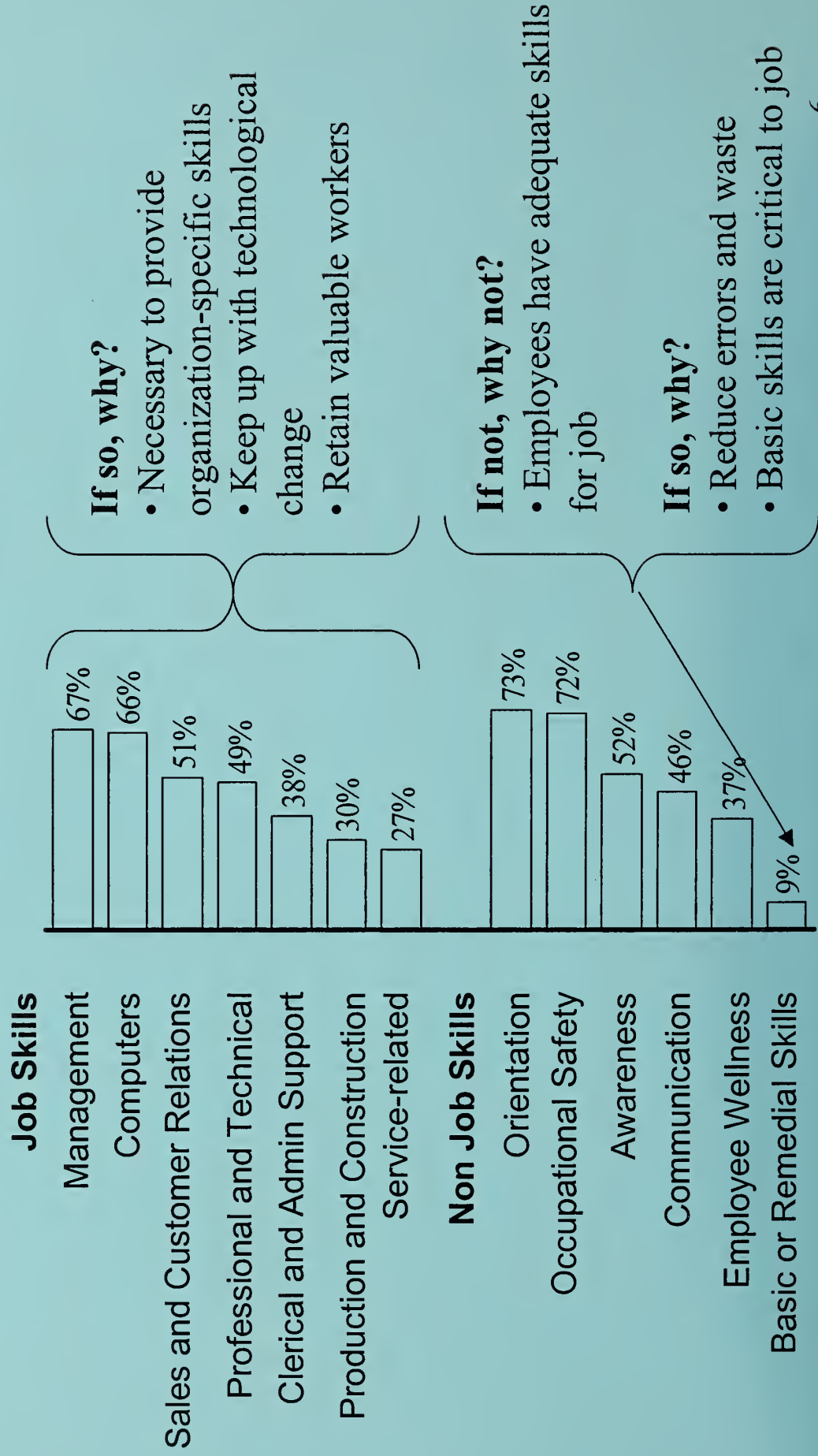
## Fraction of Workers Receiving Training, 1995



Source: Lerman, McKernan, and Riegg (1999)

# What?

## Fraction of Employers (50+) Providing Training, 1995



# Questions for the Committee

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- Which aspects of today's discussion were most important?
- Which aspects should be expanded further?
- What additional questions and issues related to employer provided training should I explore?
- Should employer provided training be a breakout session topic at the Employer Forums?

# Remaining Questions

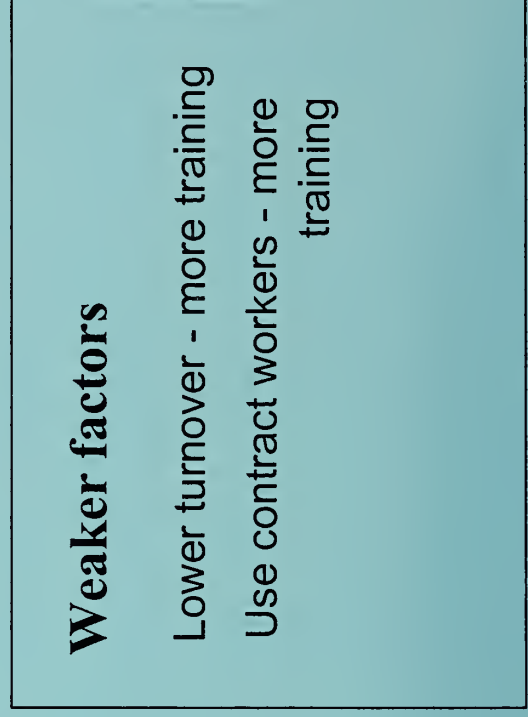
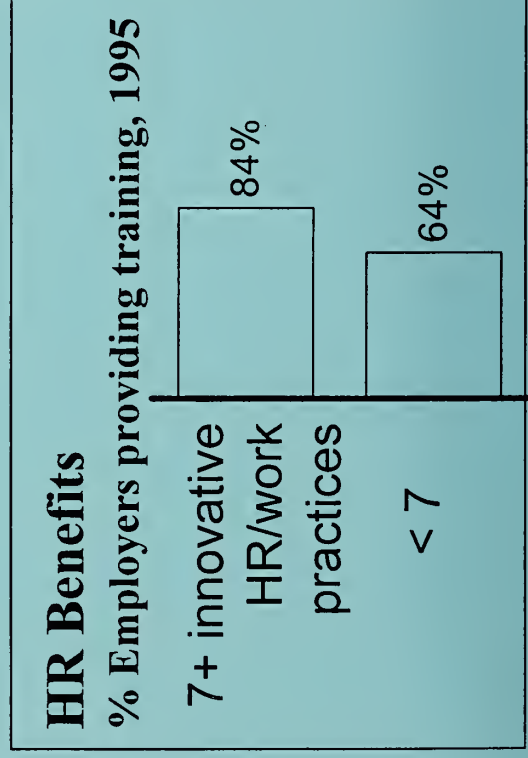
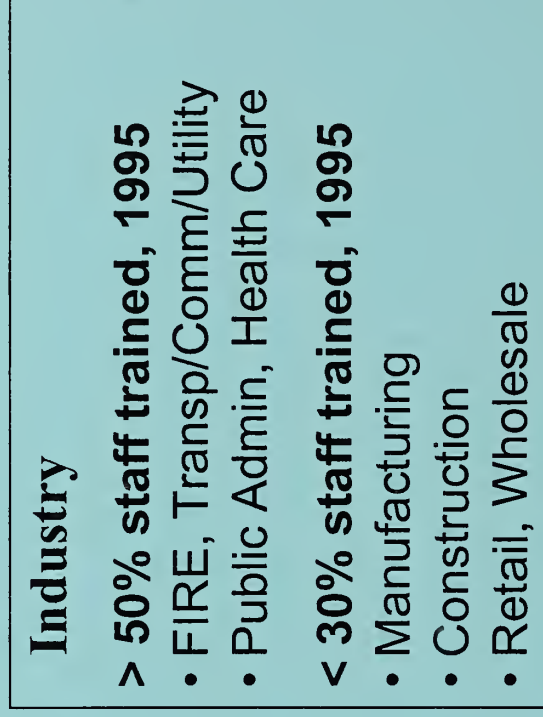
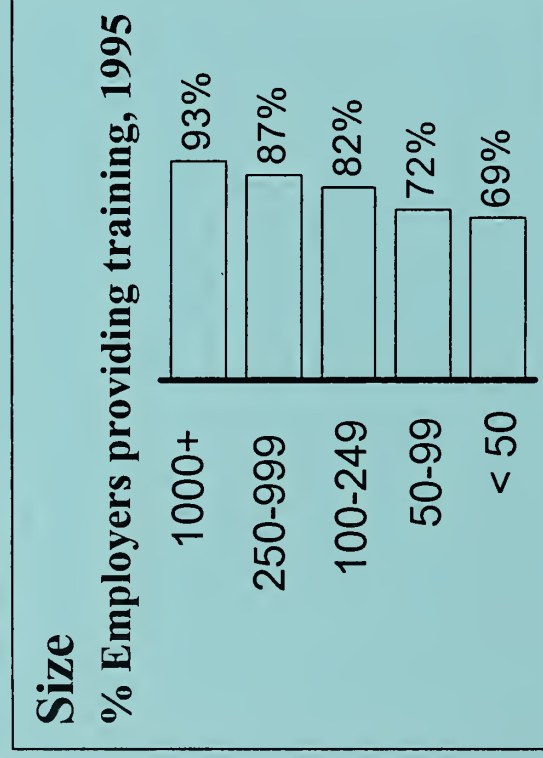
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- In Appendix
  - What types of firms provide training?
  - How are training dollars spent?
  - What outside training providers are utilized?
- How applicable is this picture to San Francisco today?
- Why do employers provide training to their highest skilled workers but not their lowest?
- What incentives would stimulate employers (or groups of employers) to invest more in their entry-level workers?
- Who (employers or workers) receives the benefits from training?
- Do employers fully utilize WISF training resources? How should WISF training programs be adapted to be more useful to employers?

# Appendix

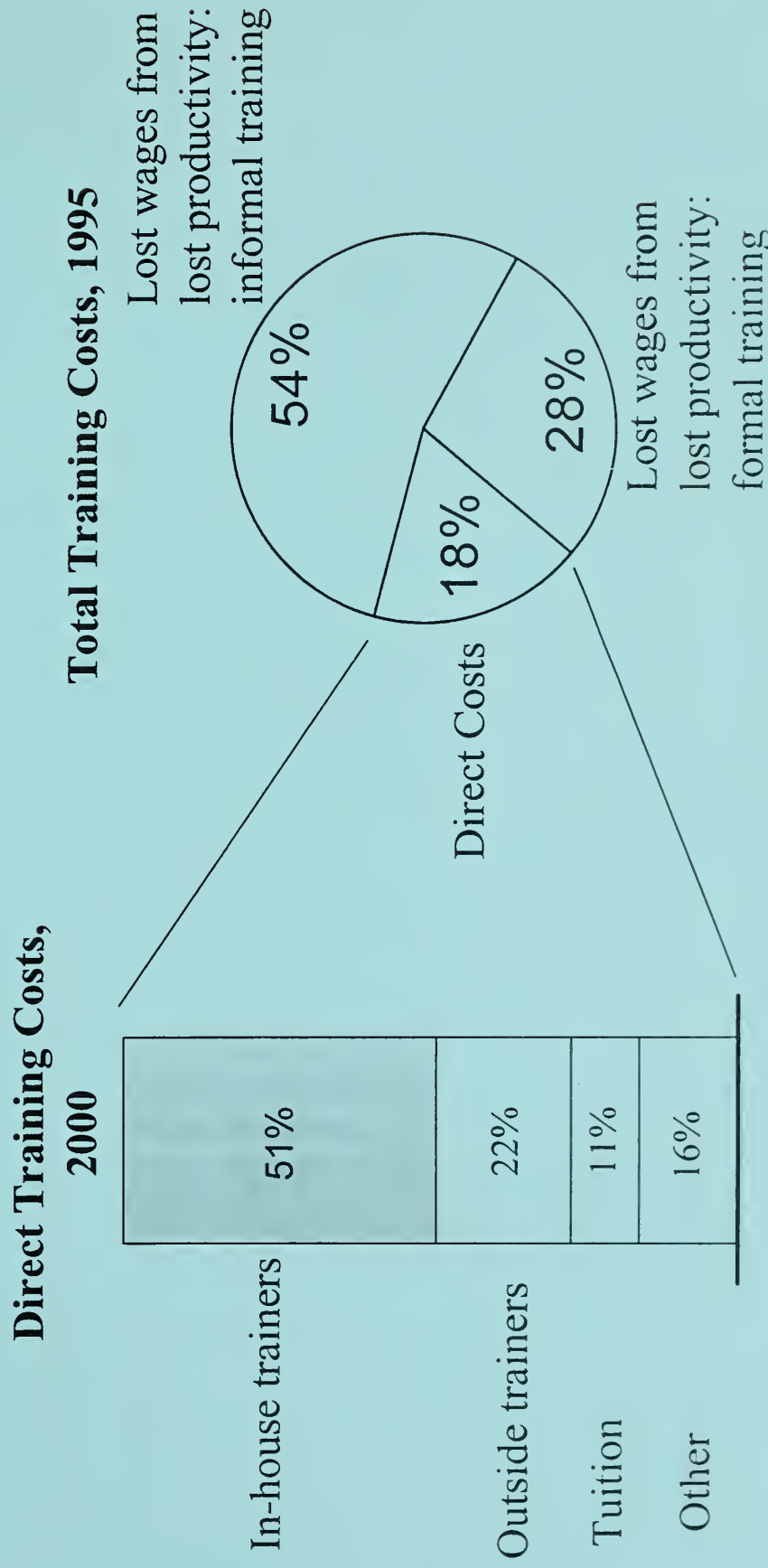
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# Who provides training



# How training dollars are spent

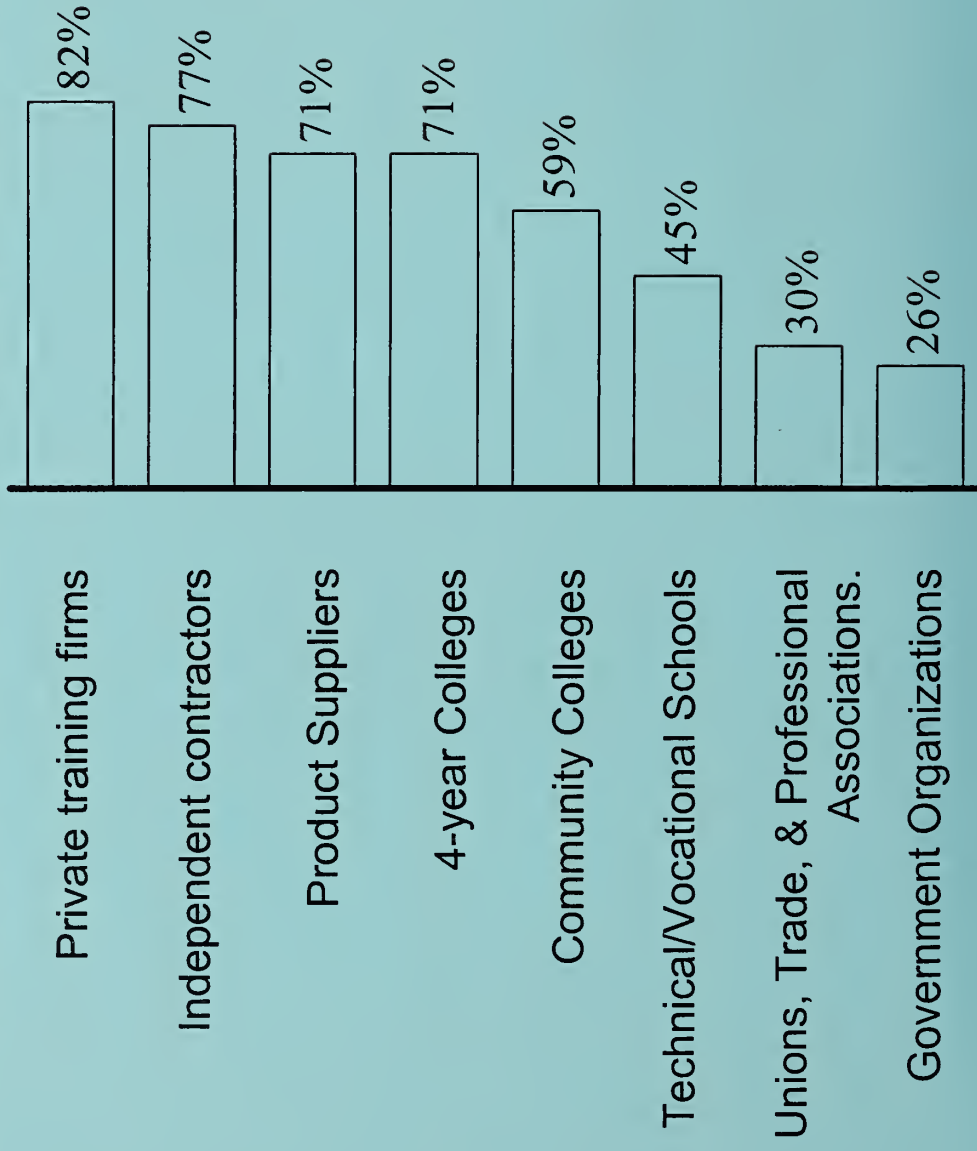
Employers spent 2% of payroll on direct training costs in 2000 = \$620 million in SF



Source: Lerman, McKernan, and Riegg (1999); American Society of Training and Development (2002); U.S. Bureau of Labor Statistics (1998) 11

# Outside training providers used by employers

**Percent of Organizations Using Provider Type, 2000**



Source: American Society of Training and Development (2002)



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

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MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE

DATE: JULY 26, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT

SUBJECT: STAFF RECOMMENDATIONS FOR YEAR SEVEN (OCTOBER 1, 2002 to SEPTEMBER 30, 2003) OF THE HOMELESS EMPLOYMENT COLLABORATIVE (Agenda Item # 3)

**BACKGROUND**

On May 15, 2002 the WISF Board approved evaluation criteria for determining Year Seven funding for the ten (10) existing HEC subcontractors. In summary these criteria were:

1. HEC subcontractors' program performance would be judged on the basis of the results accomplished in the first nine months of Year Six (October 1, 2001 to June 30, 2002).
2. Nine-month data on actual outcomes versus planned nine-month contract goals would be reviewed. Data of the HEC subcontractors' performance for the previous twelve-month period (Year Five) would also be available.
3. The target acceptable program performance would be 70% of the sum of the subcontract goals scheduled to be accomplished by June 30, 2002.
4. In addition, the HEC subcontractors would present to your committee a Self-Evaluation Report (the contents of which were to be determined with their consultation) to explain their program and their achievements or lack thereof.

**BUDGET CONSIDERATIONS**

The approved HEC budget for Year Six is:

DHS Administration .....	\$25,260	(2.4%)
PIC Administration .....	\$25,260	(2.4%)
PIC Personnel Costs (1.5 fte) .....	\$98,005	(9.2%)
PIC Operating Costs .....	\$2,278	(0.2%)
HEC Subcontractors .....	\$843,770	(79.5%)
Arriba Juntos .....	\$148,261	
Catholic Charities, St. Joseph's Village .....	\$24,651	
Central City Hospitality House .....	\$69,569	
Community Housing Partnership .....	\$102,974	
Episcopal Community Services .....	\$143,935	
Goodwill Industries .....	\$47,326	
Mission Hiring Hall/SOMECE .....	\$72,225	
No. California Service League .....	\$112,050	
Swords to Plowshares .....	\$78,019	
Toolworks Inc.....	\$44,760	
HEC Participant Support .....	\$66,326	(6.3%)
Total:	\$1,060,899	(100%)

## RECOMMENDATIONS

The data reported, verified and recorded as of June 30, 2002, for the current HEC subcontractors in regard to actual results versus planned nine-month goals indicates the following (please see the attached nine-month spread sheet on green paper as well as the twelve-month spread sheet on blue paper for specific details):

<u>Subcontractor</u>	<u>Percent of Plan</u>
Arriba Juntos.....	92%
Catholic Charities, St. Joseph's Village .....	71%
Central City Hospitality House.....	100%
Community Housing Partnership.....	83%
Episcopal Community Services .....	86%
Goodwill Industries.....	87%
Mission Hiring Hall/SOMECE .....	116%
No. California Service League .....	102%
Swords to Plowshares.....	79%
Toolworks Inc.....	81%

As you can see, three subcontractors achieved or exceeded their nine-month subcontract goals and seven reached or exceeded the target 70% acceptable performance standard. The Collaborative as a whole achieved **91%** of its nine-month combined subcontract goals. Attached are the subcontractors' Self-Evaluation Reports for your consideration and deliberations.

**PIC staff recommends** that since the HEC subcontractors reached or exceeded the target 70% acceptable performance standard, all ten be funded for Year Seven at the same level that they were funded for in Year Six as indicated in the budget presented above.

**PIC staff recommends** that the entire Year Six budget as indicated above be approved for Year Seven.

The breakdown for each agency of planned goals versus actual results for the nine-month period of Year Six as well as the twelve-month period of Year Five are attached for your information.

Attachments

cc: HEC Subcontractors  
PIC Staff



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employment  
opportunities*

## MEMORANDUM

**TO:** PROGRAM RESOURCES COMMITTEE      **DATE:** JULY 25, 2002  
**FROM:** PAMELA S. CALLOWAY, PRESIDENT  
**SUBJECT:** STAFF RECOMMENDATIONS FOR FFY 2002 COUNTY PLAN GOALS AND  
REFUGEE EMPLOYMENT SOCIAL SERVICES (RESS) AND TARGETED  
ASSISTANCE (TA) FORMULA FUNDS (Agenda Item # 4)

The Program Resources Committee (PRC) is asked to approve County Plan goals and an expenditure plan for Federal Fiscal Year (FFY) 2002 Refugee Employment Social Services (RESS) and Targeted Assistance (TA) formula funds.

### COUNTY PLAN DESIGN AND GOALS

#### Design

Planning considerations for refugee programs were discussed at your April 30, 2002 Committee meeting, at which time the Committee concurred with Staff that the currently available activities and programs are sufficient and appropriate, and therefore the issuance of another Request For Proposals (RFP) was not needed. (An RFP had been issued in 2001.)

PIC Staff recommends no substantial changes to the refugee program design or County Plan, which include all of the services and activities we are currently providing and offer us a wide latitude to fund programs given sufficient resources.

#### Goals

The federal Office of Refugee Resettlement (ORR) requires all counties operating refugee employment service programs funded with TA and RESS funds to establish goals for and report outcomes on six performance measures.

The ORR has not set any minimum standards for performance, but it has said that its goal is to see continuous improvement in each of the measures each year. The State Refugee Programs Branch (RPB) also has not set any standards. Locally, the goals for these measures are included in the Refugee County Plan each year. The Plan must be approved by the San Francisco County Board of Supervisors and be certified by the State RPB.

The following table contains the State-approved FFY 2001 goals and proposed FFY 2002 goals. The goals are estimates based upon historical performance data and current economic conditions. Definitions for the measures are listed below the table. Although we would like to recommend raising our goals each year and would like to see continual improvement in performance, Staff believe that the prudent course during these uncertain economic times is to leave the goals unchanged.

	FFY 2001	FFY 2002
Employment Entry Rate	57%	57%
Cash Assistance Termination Rate	60%	60%
Cash Assistance Reduction Rate	40%	40%
Average Hourly Wage	\$10.00	\$10.00
Employment Retention Rate (90 days)	75%	75%
Entered Employment with Health Benefits Rate	75%	75%

**Entered Employment** (full/part time) is defined as "the entry of an active participant into unsubsidized employment for at least one day during the quarter." Full-time is 35 hours or more per week. The measure is calculated by dividing the number of refugees placed in jobs by the number enrolled.

#### **Cash Assistance Terminations due to Earnings**

The closing of a refugee recipient's cash assistance case – either TANF or Refugee Cash Assistance (RCA) or General Assistance (GA) – due to the refugee's earned income from employment. Calculated by dividing the number of refugees who have their cash assistance terminated by the number of refugees on cash assistance who were placed in jobs.

#### **Cash Assistance Reductions due to Earnings**

A reduction in the amount of a refugee's cash assistance due to earned income from employment. Calculated by dividing the number of refugees who have their cash assistance reduced by the number of refugees on cash assistance who were placed in jobs.

#### **Employment Retention**

Employed on the 90<sup>th</sup> day (after original job entry) at any unsubsidized job; a measure of continued participation in the labor market, not retention of a specific job.

#### **Entered Employment with Health Benefits**

A measure of how many jobs offer health benefits, either at placement or within six months of employment. Calculated as a percentage of full-time jobs.

### **Target Population**

Staff recommends that the target population reflect the five-year arrival data shown below from the RPB and the five-year service data on **Attachment 1** (purple) from the Central Intake Point (CIP).

#### **ARRIVALS OCTOBER 1996 – SEPTEMBER 2001**

<b>Country/Region of Origin</b>	<b>#</b>	<b>%</b>
Former Soviet Union	1,870	54%
Bosnia/Eastern Europe	1,166	34%
China/Southeast Asia	257	7%
Middle East	71	2%
Africa	65	2%
Other	24	1%
Total	3,453	100%

### **PROGRAM PERFORMANCE**

The Research & Evaluation Committee recommended and the Workforce Investment San Francisco (WISF) Board adopted the following criteria for evaluating current refugee formula-funded subcontractors' performance:

- The time period evaluated will include the prior fiscal year's program, which began October 1, 2000, and the first nine months of the current fiscal year, October 1, 2001 to June 30, 2002.

- The goals in the Refugee County Plan will be used as performance standards, and agencies that fail to meet these standards will be expected to offer some explanation in their quarterly narrative reports. (However, these goals only apply to employment programs; they do not apply to acculturation programs or to the CIP. The CIP has no numerical goals; acculturation programs only have a numerical goal for enrollments.)
- Changes in the job market should be taken into consideration; in a good year, we should expect more, in a recession, less.
- Specific measures are: Actual versus planned enrollments and placements and actual entered employment rate, retention rate, and percentage of jobs with health benefits for the FY 2000 program, and actual versus planned enrollment and placement data for the first nine months of this year.
- Agencies' quarterly narrative reports on their nine-month program performance should also be taken into consideration.

**Attachment 2** (canary yellow) provides subcontractor performance statistics on the approved performance measures from October 1, 2000 through June 30, 2002 (some clients are still active). **Attachment 3** (goldenrod) provides 9-month program performance statistics for enrollments and placements from October 1, 2001 through June 30, 2002. Subcontractor quarterly narrative reports are also attached for your information and consideration.

#### **FY 2000 (October 1, 2000 through June 30, 2002)**

Combined, the current employment programs enrolled 232 of a planned total of 263 (88%), placed refugees in 177 of a planned 183 jobs (97%), and achieved a 65% employment rate with an average hourly wage of \$11.08. Sixty-seven percent of full-time jobs had health benefits, and 83% of the refugees placed were still working 90 days later. We exceeded the County Plan goals for all but one (health benefits) of these measures.

All of the employment programs, except Jewish Vocational Service's (JVS) Employment Services (ES) program for refugees 50 years of age and older, exceeded the 57% employment rate goal in the County Plan.

International Institute's (IISF) acculturation program enrolled 194 refugees, exceeding its enrollment goal of 187.

#### **FY 2001 (October 1, 2001 through June 30, 2002)**

Currently, the employment programs have enrolled 159 of a planned 177 (90%), placed refugees in 56 of a planned 88 jobs (64%) with an average hourly wage of \$12.23. Ninety-three percent of full-time jobs have health benefits so far this year.

International Institute's (IISF) acculturation program has enrolled 86 of 90 planned refugees, and Jewish Family & Children's Services (JFCS) has enrolled 41 of 72 planned. This is JFCS's first year contracting with the PIC for acculturation services.

#### **FUNDING**

At your June 4, 2002 Committee meeting, an update was given on preliminary TA and RESS formula funds. The table below shows the FFY 2002 preliminary funding with a comparison of the FFY 2001 preliminary, final, and current subcontractor funding with FFY 2000 carry

forward funds added. PIC administration funding is not in this table. There is a **38% decrease** between current subcontractor services funding and what is preliminarily available for programs and services starting October 1, 2002.

	2001 Preliminary	2001 Final	2001 with carry forward	2002 Preliminary	2002 Final
TA	\$508,285	\$508,259	\$611,152	\$400,642	?
RESS	\$179,734	\$182,150	\$196,853	\$102,265	?
TOTAL	\$688,019	\$690,409	\$808,005	\$502,907	?

### Local Economic and National/Global Issues to Consider

The economic downturn has hit San Francisco hard, and service providers report that on average it is taking twice as long to place refugees in jobs as it did this time last year. In addition, the national refugee resettlement program has been severely affected by the events of September 11, 2001. The subsequent stepped up security screening of refugees and travel restrictions on U.S. government officials responsible for identification and interview of eligible refugees have caused unprecedented delays in refugee arrivals to the U.S. As a result, according to the Immigration and Refugee Services of America, "FY 2002 is now on course to be the lowest refugee admissions year since 1978, the year before the Indochinese boat exodus prompted a major response from the U.S. government, and two years before the U.S. enacted the Refugee Act of 1980."

### PROGRAM FUNDING RECOMMENDATIONS

PIC Staff initially formulated nine funding scenarios, narrowed it down to five, and discussed the five with the subcontractors. After two long meetings, it was agreed that the funding scenario on **Attachment 4** (blue) would be presented for the Committee's consideration. We wanted to present two scenarios from which you could choose, but we were unable to agree on a second one. In our deliberations, we considered the dramatic decrease in refugee arrivals, and tried to look into the future to determine how many refugees we should plan for this next year. Above all, we wanted to make sure that we will meet the needs of refugees and asylees, and give them as many choices as we can within the constraints of the funding cuts. It was agreed by all that, unfortunately, we cannot afford the costly and popular Individual Referral (IR) activity for next year.

The funding recommendations represent an across the board cut of current subcontractors' initial 2001 funding after deleting both IR programs. The Table on **Attachment 4** displays each of the programs arranged by activity to facilitate comparisons between them, and includes costs per person, preliminary funding amounts for FFY 2001, current funding levels, and initial recommendations for FFY 2002 funds. The service levels for those programs recommended for funding have been adjusted based on the dollar amount being recommended. The recommended placements are based on the planned program placement rates. Because the IR programs were eliminated in this scenario, each of the remaining programs will experience only a 12.6% funding reduction from initial funding last year. In comparison, the PIC will see a 30% cut in administration funds. We have already begun discussions on how to streamline processes in order to make the refugee program system more efficient and effective, and lower the administrative load for both PIC and subcontractors' staffs.

### Funds distribution per activity

The following chart shows FFY 2001 initial funding distribution between the activities with a comparison of the FFY 2002 recommendation.

Activity	FFY 2001	FFY 2002
CIP	12%	15%
ES	44%	50%
VT/CA	18%	22%
IR/OJT	16%	0%
A/SAS	7%	9%
Transp/Childcare	3%	4%

CIP      Central Intake Point  
ES      Employment Services  
VT/CA   Vocational Training/Career Advancement  
IR/OJT   Individual Referral/On-the-Job Training  
A/SAS   Acculturation/Social Adjustment Services

### **FFY 2001 Carry Forward Funds**

Even with general agreement on the funding distribution presented, there are still a few concerns that may be addressed in November with unspent FFY 2001 funds. We agreed to recommend priority for carry forward funds be considered for:

- Catholic Charities' (CC/REAP) Employment Services (ES) program. We want to make sure that we have enough ES slots for refugees, and the planned 114 may not be enough. CC/REAP's program has the lowest cost per person, a very good track record, and targets and effectively serves all refugees of all skill levels and backgrounds. We suggest that, if needed, other funding sources be used (WIA, WtW, CTI, H1B, etc.) to take the place of the IR activity refugee funding and to supplement refugee vocational training funding levels.
- The Central Intake Point (CIP). The CIP needs to be adequately funded and staffed in order to be able to effectively carry out its federally-mandated duties for all refugees and asylees who apply for our programs. It may not be able to keep sufficient staff with this initial funding.
- Transportation/Childcare. One may think that as the number of refugees to be served goes down, so too should the supportive services' costs; however, that is not the case since it is now taking twice as long to place refugees in jobs in this economy. We must adequately fund supportive services or refugees will not be able to attend our training programs or get jobs.

Staff will be available at your August 6<sup>th</sup> meeting to answer any questions you may have.

### Attachments

cc: Refugee Subcontractors  
Dan Crawford, CDSS/RPB  
DHS, PIC Staff





PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.  
*creating  
employment  
opportunities*

# MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE

DATE: JULY 26, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT *PS*

SUBJECT: BUDGET ADJUSTMENT, WIA ADULT FORMULA, PY'2002 (Agenda Item #5)

The Program Resources Committee is asked to adjust the budget for third year funding of the Adult formula allocation of the Workforce Investment Act (WIA) for the current Program Year (July 2002 through June 2003).

## BACKGROUND

At its meeting of June 17, 2002 the Executive Committee considered a recommendation from its One Stop Committee to set aside \$500,000 in WIA funds for technology development. After extensive testimony, the Committee reduced the technology set aside to \$200,000. Its action "returned" \$300,000 to the three WIA allocations (Adult, Dislocated Worker, and Youth) for program use.

WIA Adult Share	WIA DWP Share	WIA Youth Share	Total Share
162,021	189,756	148,223	500,000
-97,213	-113,853	-88,934	-300,000
64,808	75,903	59,289	200,000

The initial effect of this return was to make an additional \$97,213 in Adult funds available for obligation. The final Executive Committee budget lists this amount as set aside for "immediate redistribution by the PRC," and a footnote states, "The Program Resources Committee will, as soon as possible, decide how much of the funds returned to training use from the 'technology reduction' should be distributed to the Adult (formula) program and how much should be distributed to the Dislocated Worker (formula) program."

After internal debate, staff has determined that shares of the technology set aside must be returned to the three WIA formula streams in the same proportions as they were contributed. Reasons for this include ensuring that no prohibited transfers between allocations take place, and maintaining a consistent methodology for allocating costs. Committee Chair, Trent Rhorer, asked the staff provide no further recommendations for obligation or allocation of these funds.

The table on the next page shows PY 2001 funds distribution and PY 2002 funds as they are currently distributed.

## WIA Adult Training Allocation

Comparison of PY'2001 and PY'2002 WIA Adult Training					
	PY'2001 7/01/01- 6/30/02	# Enrollments	PY'2002 Exec. Comm. June 17	# Enrollments	
<b>Computer &amp; Office Technology</b>					
Goodwill Industries (GWI)	\$ 18,168	10	\$ -		
Mission Lang. & Voc. School (MLVS)	\$ 86,945	29	\$ 86,945	29	
Intercultural Institute of California (IIC)	\$ 102,350	27	\$ 102,350	27	
San Francisco Vocational Services (SFVS)	\$ 52,959	11	\$ 52,959	11	
<b>Constructions &amp; Cabinet Making</b>					
Asian Neighborhood Design (AND)	\$ 67,671	17	\$ 67,671	17	
Young Community Developers (YCD)	\$ 65,666	15	\$ 65,666	15	
<b>Food Preparation Service</b>					
Haight Ashbury Food Program (HAFP)	\$ 47,693	10	\$ 47,693	10	
Ella Hill Hutch Community Center (EHH)	\$ 43,375	11	\$ -		
<b>Health Careers</b>					
Self Help for the Elderly (SHE-HHA)	\$ 34,652	9	\$ 34,652	9	
Arriba Juntos (AJ)	\$ 96,906	24	\$ 96,906	24	
<b>Housekeeping</b>					
Self-Help for the Elderly (SHE)	\$ 156,401	42	\$ 156,401	42	
<b>Job Readiness Training</b>					
The Family School (TFS)	\$ 51,018	15	\$ -		
<b>On-the-Job Training</b>					
No. Calif. Service League (NCSL)	\$ 84,705	24	\$ 84,705	24	
Arriba Juntos (AJ)	\$ 84,277	29	\$ 84,277	29	
Jewish Vocational Service (JVS)	\$ 26,194	10	\$ -		
Swords to Plowshares (STP)	\$ 65,461	19	\$ -		
Contracts Subtotal	\$ 1,084,441		\$ 880,225		
OJT Set Aside Pool (Employer Reimbursements)	\$ 175,000		\$ 83,335		
Part. Support Pool (Transportation, Childcare)	\$ 153,303		\$ 83,334		
I.R. Pool - New Initiative Fund	\$ -		\$ 83,335	21	
<b>Undistributed</b>			\$ 97,213		
<b>Total Training Cost</b>	<b>\$ 1,412,744</b>	<b>302</b>	<b>\$1,227,442</b>	<b>258</b>	

PY 2000 Funds Carried Into PY 2001= \$172,541

cc: All subcontractors and Members of the Executive Committee

**Workforce Investment San Francisco  
Program Resources Committee**

**Research Update: Characteristics of  
adult PIC clients and their post-training  
jobs**

December 3, 2002



# Contents

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Scope of project	2
Who do we serve?	4
How many and which clients get jobs?	8
What kind of jobs do they get?	11
– Most frequent occupations	12
– Wages & benefits	14
Future research questions	16
Backup	17



# WISF Client Outcome Assessment (from research plan)

## What

- A comprehensive assessment of client outcomes in San Francisco's workforce development system
- Goal: assess impact of WISF programs on client outcomes and develop plan for improvement
  - Start with a "pilot" assessment to establish basic facts and evaluate outcomes using existing data
  - Commission outside research organization to perform more extensive evaluation, using "pilot" findings to guide proposal for outside grant funding
  - May require rationalization of PIC databases and data collection practices in the long term

## Four phases of outcome assessment

- |                                |  |
|--------------------------------|--|
| Focus of "pilot"               | 1. Establish facts about outcomes  |
|                                | 2. Evaluate facts <ul style="list-style-type: none"><li>- Which facts constitute successes?</li><li>- Which facts indicate problems?</li></ul>   |
| Focus of grant-funded research | 3. Explain successful and problematic outcomes <ul style="list-style-type: none"><li>- policy interventions</li><li>- short-term economic fluctuation</li><li>- long-term structural factors</li></ul> |
|                                | 4. Develop policy recommendations <ul style="list-style-type: none"><li>- What policy responses will improve outcomes?</li></ul>   |

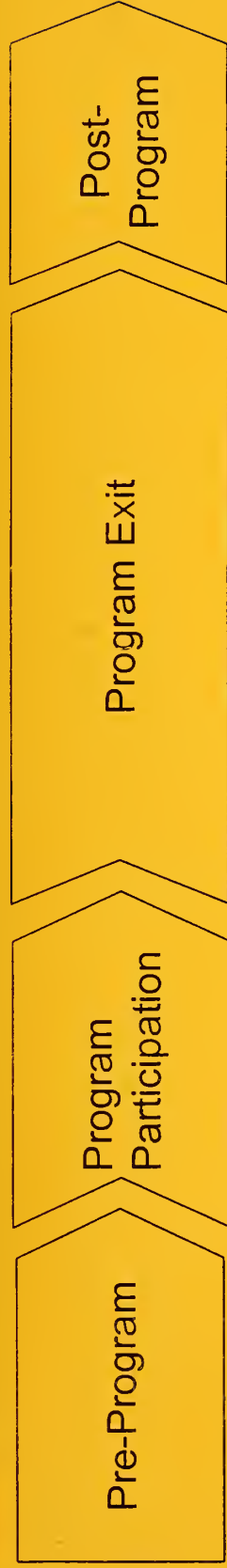
### Key facts to establish during "pilot" phase

- Who gets jobs? (What are the characteristics of those that get jobs versus those that don't?)
- What kinds of jobs do they get? (location, occupation, industry, benefits, pay)
- How long do they stay in those jobs?
- What is their history of career progression over time?

Sources: PIC, CBO, DHS, CCSE, EDD data



## Phase 1: Establish "Facts" about Program Outcomes



### Key Questions

① Who do we serve?

- *client demographics*
- *program overlap*

②

What services do we provide?

③

How many and which clients get jobs?

④

What kind of jobs?

- *occupation*
- *wage*
- *hours*
- *benefits*

⑦

What happens after initial exit?

- *employment*
- *education*
- *other positive outcomes*

⑤

Type of exit? (non-job)

⑥

What happens after initial placement?

- *retention*
- *mobility*
- *education*



## Who do we serve?

---

### SCOPE

Looked at clients served through the Workforce Investment Act (including Adult, Dislocated Worker, H-1B, and Caregiver Training Initiative), Welfare-to-Work, Homeless Employment Collaborative, and Refugee programs from 2000 to 2002 (2 program years).

### SUMMARY

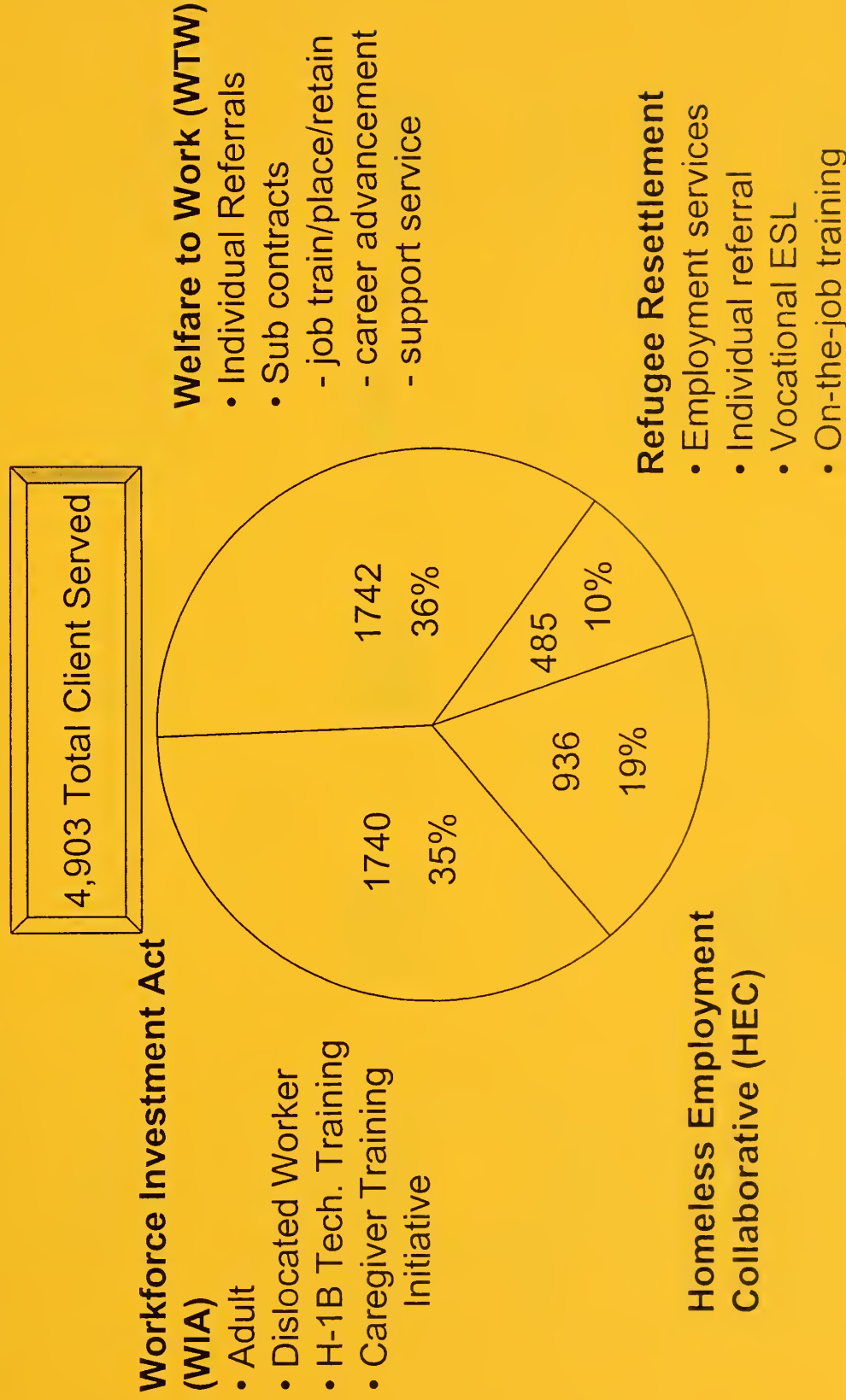
- When all programs are combined, nearly 5,000 clients were served over two years. The majority of clients are women and two-thirds are between 31 and 54 years of age. Asian, African American, Hispanic, and Caucasian clients are all served in significant numbers. The most common educational level is HS or GED, but many clients have either no HS degree or some post-HS education. Less than 10% have a college degree.
- Most clients receive public assistance of some sort and many have one or more characteristics that make employment more difficult - single parenthood, limited English and basic skills, and homelessness are the most common.
- There is significant variety in the types of clients that each program serves.
  - **Workforce Investment Act** (35% of total) clients are slightly older, more likely to be Asian or Hispanic, HS graduates, and receiving Unemployment Insurance. A lack of basic or English skills are their primary employment challenges.
  - **Welfare to Work** (36% of total) generally serves, younger, less educated clients that are more likely to be African American and receiving TANF and Food Stamps. Single parenthood is their biggest employment challenge.
  - **HEC** (19% of total) largely serves men that are slightly older and more educated than average. HEC clients are more likely to be African American and receiving GA. All clients are homeless and many have disabilities and/or substance abuse problems.
  - **Refugee** (10% of total) clients are younger workers primarily from the former Soviet Union and Eastern Europe. Most clients are white and well educated, but possess limited English ability.



# Who do we serve?

## WISF's Four Main Adult Employment and Training Programs

Number of Clients Served, 2000/01 and 2001/02 Program Years



WISF Programs not studied: all youth programs, First Source Hiring, SF Redevelopment Agency Consortium, Refugee Acculturation



# Who do we serve?

## WISF Adult Client Enrollment Characteristics

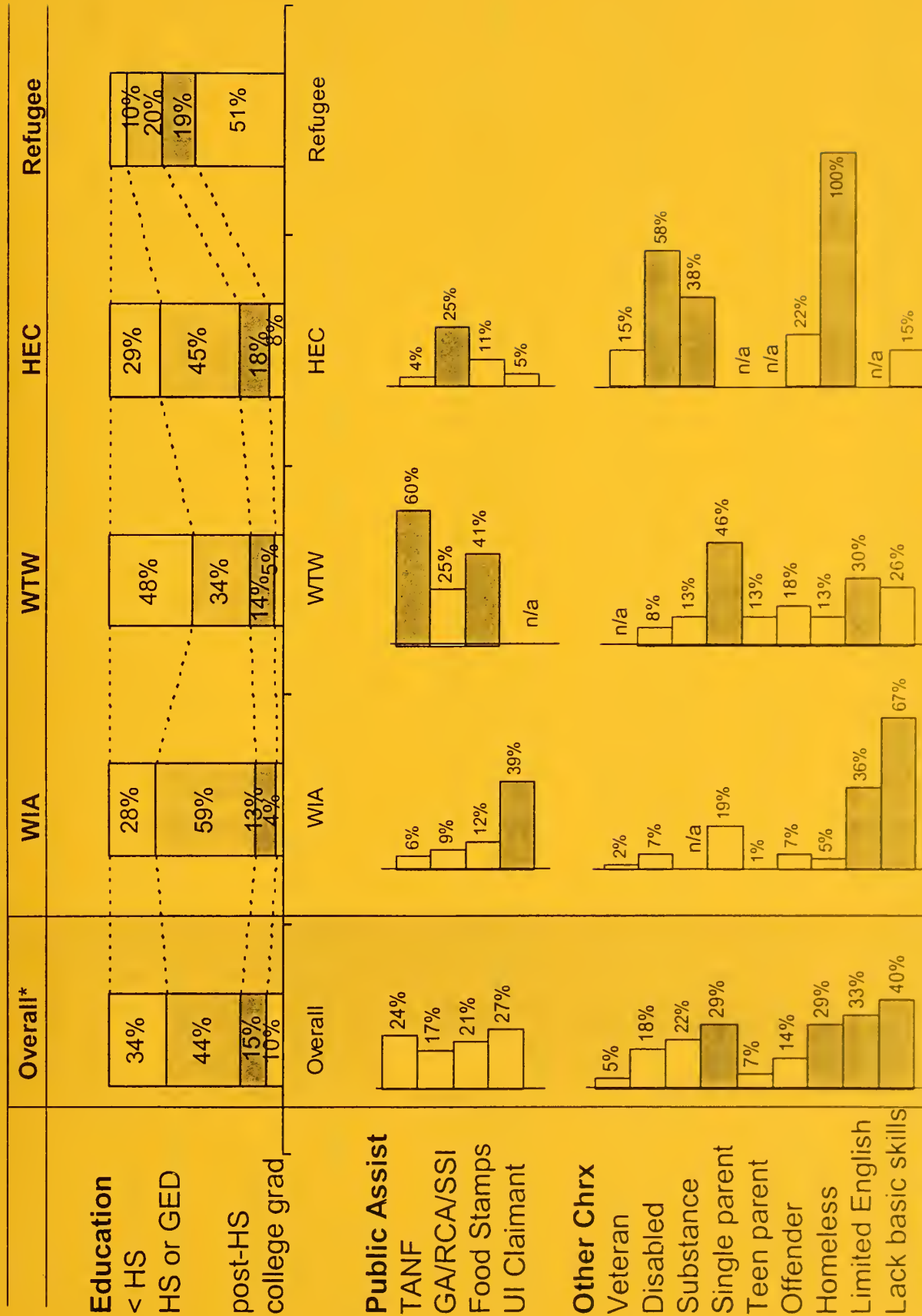
	Overall	WIA	WTW	HEC	Refugee
# Enrolled	4,903	1,740	1,742	936	485
Gender	<div>Male</div> <div>Female</div>	<div>Male</div> <div>Female</div>	<div>Male</div> <div>Female</div>	<div>Male</div> <div>Female</div>	<div>Male</div> <div>Female</div>
Age*	<div>18 - 30</div> <div>31 - 54</div> <div>55+</div>	<div>18 - 30</div> <div>31 - 54</div> <div>55+</div>	<div>18 - 30</div> <div>31 - 54</div> <div>55+</div>	<div>18 - 30</div> <div>31 - 54</div> <div>55+</div>	<div>18 - 30</div> <div>31 - 54</div> <div>55+</div>
Race	<div>Overall</div> <div>Asian/P.I.</div> <div>African Amer.</div> <div>Hispanic</div> <div>White</div>	<div>WIA</div> <div>Asian/P.I.</div> <div>African Amer.</div> <div>Hispanic</div> <div>White</div>	<div>WTW</div> <div>Asian/P.I.</div> <div>African Amer.</div> <div>Hispanic</div> <div>White</div>	<div>HEC</div> <div>Asian/P.I.</div> <div>African Amer.</div> <div>Hispanic</div> <div>White</div> <div>Other</div>	<div>Refugee</div> <div>Asian/P.I.</div> <div>White</div> <div>Other</div>

\* Exact educational categories differ slightly between programs



# Who do we serve?

## WISF Adult Client Enrollment Characteristics



\* For each data item, overall estimate was calculated over the base of programs for which each data item was collected



## How many and which clients get jobs?

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### APPROACH

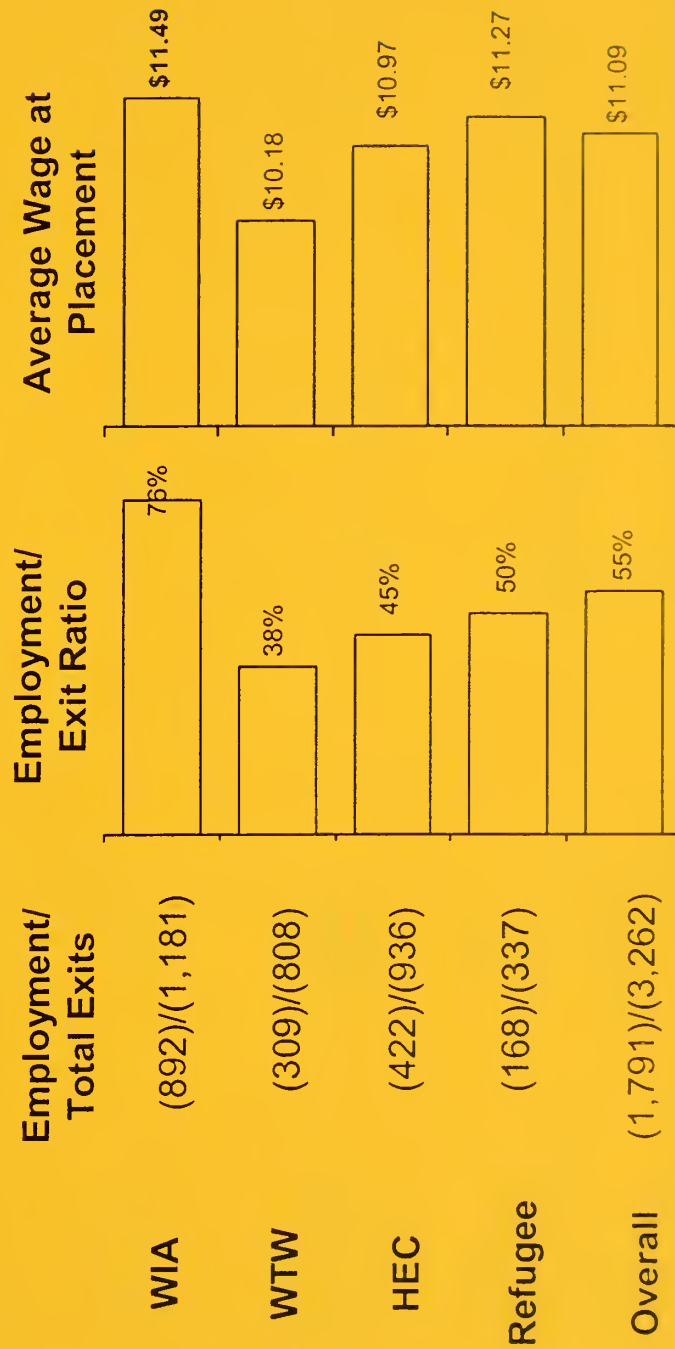
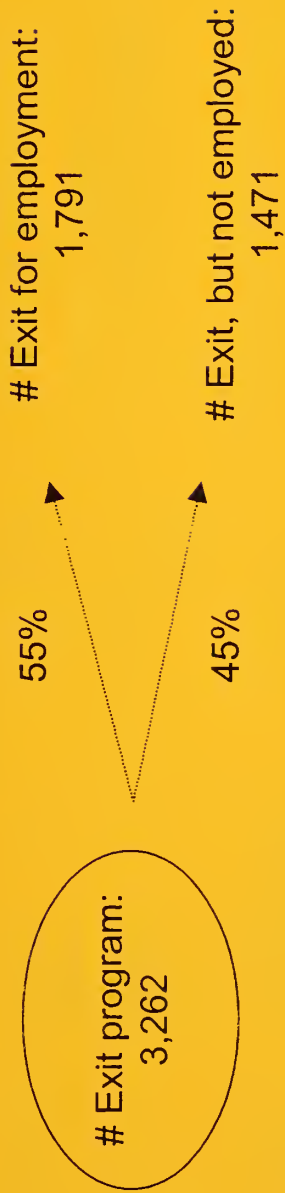
Compare the employment-to-exit ratios of clients with different characteristics. Characteristics with employment-to-exit ratios at least 5% above or below the average were deemed significant. Note: results should not be interpreted as the individual contribution of each characteristic to a client's likelihood of finding employment.

### SUMMARY

- 55% of clients who exited WISF programs between 2000 and 2002 found employment at an average wage of \$11.09. WIA had the highest employment rate and wage, while WTW had the lowest.
- Race appears to be strongly associated with the likelihood of exiting for employment, while age and education do not. Asian clients consistently have higher than average employment ratios, while African Americans' and Hispanics' are consistently lower.
- Receipt of most types of public assistance is generally associated with lower employment rates. Clients receiving Unemployment Insurance, however, do have higher employment rates, likely due to their stronger attachment to the labor force.
- Disabled, homeless, and pregnant teenage clients had significantly lower employment rates than average.
- Clients with limited English skills or basic skills deficiencies actually had higher employment rates than average in several programs.



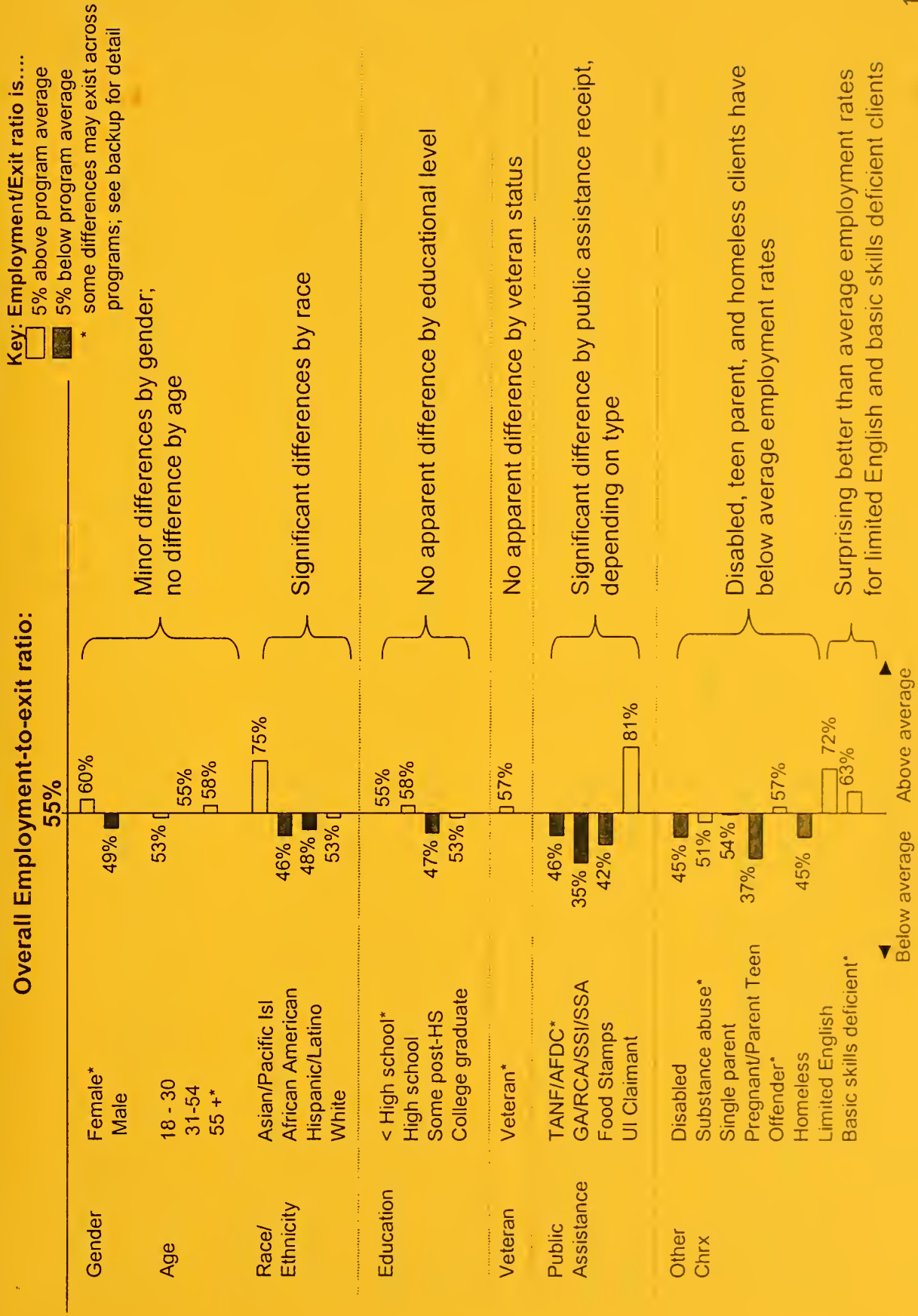
# How many clients get jobs?





# Who gets jobs?

## Employment-to-exit ratios for specific client characteristics





## What kind of jobs do clients get?

---

### **APPROACH**

Look at the occupations that clients are placed into (as determined by occupation code) and the conditions of those placements (wages, benefits, and hours)

### **SUMMARY**

- Clients generally find jobs in a select number of occupations within the service, construction/maintenance, and clerical fields. The 18 most common occupations account for three-fourths of all placements, with the top four (maids/housekeepers, general office clerks, retail salespeople, and home health aids) accounting for nearly 30%. Under the WIA program specifically, placements are almost always related to training.
- On average, clients work 32 hours per week at a wage of \$11.09 per hour and 46% receive health benefits, though significant wage differences exist between fields. Service and sales occupations are generally less desirable.
- Several occupations - carpenters, web designers, receptionists, truck drivers, and medical assistants - pay higher-than-average wages and are generally associated with health benefits and full-time work. Many of the most common occupations pay low wages and lack benefits, or both.



## What kind of jobs do clients get?

Placements by broad occupational categories of WISF-trained clients, 2000 - 2002

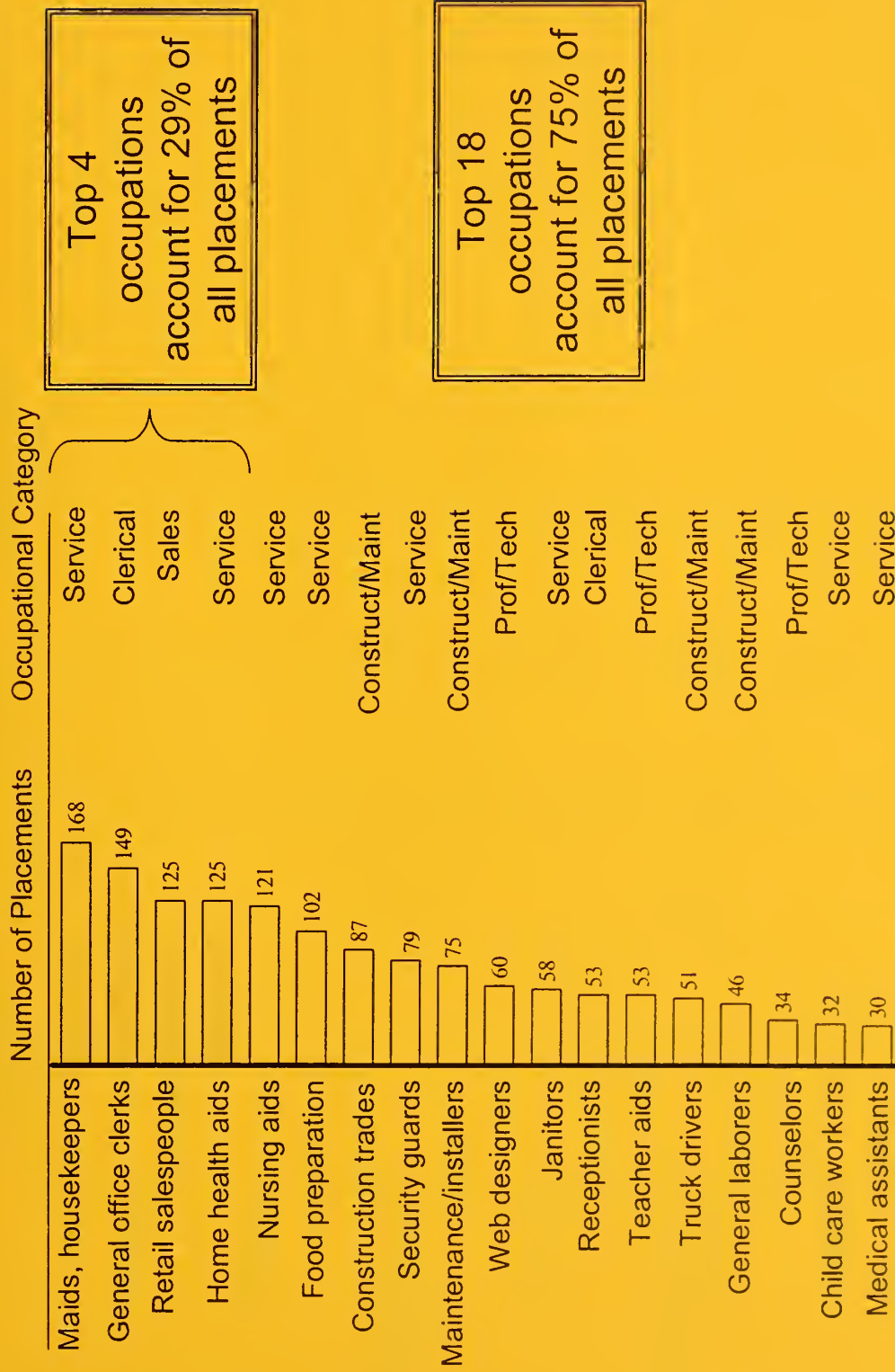
Total = 1,928 placements		Top specific occupations
Service	763 (40%)	<ul style="list-style-type: none"> <li>• Maids/housekeepers</li> <li>• Home health aids</li> <li>• Nurse aids</li> <li>• Food prep and service</li> <li>• Security guards</li> <li>• Janitors</li> <li>• Child care workers</li> <li>• Medical assistants</li> </ul>
Construction/ maintenance	389 (20%)	<ul style="list-style-type: none"> <li>• Construction trades</li> <li>• Maintenance/installation</li> <li>• Truck drivers</li> <li>• General laborers</li> </ul>
Clerical	350 (18%)	<ul style="list-style-type: none"> <li>• General office clerks</li> <li>• Receptionists</li> </ul>
Professional/ technical	272 (15%)	<ul style="list-style-type: none"> <li>• Graphic/web designers</li> <li>• Teachers/teacher aids</li> <li>• Counselors</li> </ul>
Sales	133 (7%)	<ul style="list-style-type: none"> <li>• Salespeople and cashiers</li> </ul>

Note: placements for some WTTW and refugee clients who have not yet exited their programs are included in analysis



# What kind of jobs do clients get?

Number of Placements for 18 most common occupations, 2000 - 2002





# What kind of jobs do clients get?

Wages, benefits, and hours for broad occupational categories, 2000 - 2002

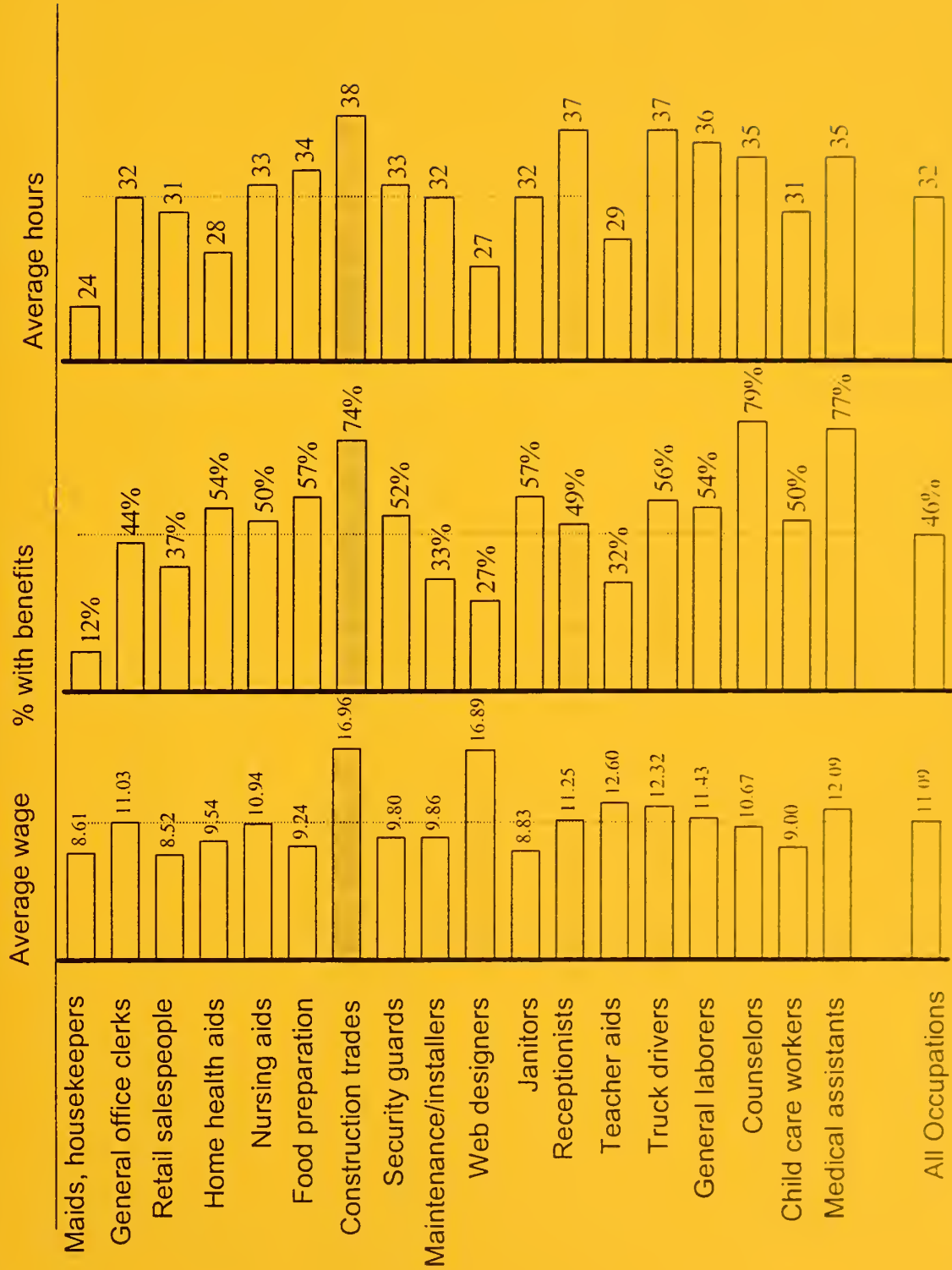


Overall Average



# What kind of jobs do clients get?

Wages, benefits, and hours for 18 most common occupations, 2000 - 2002





## Future research questions

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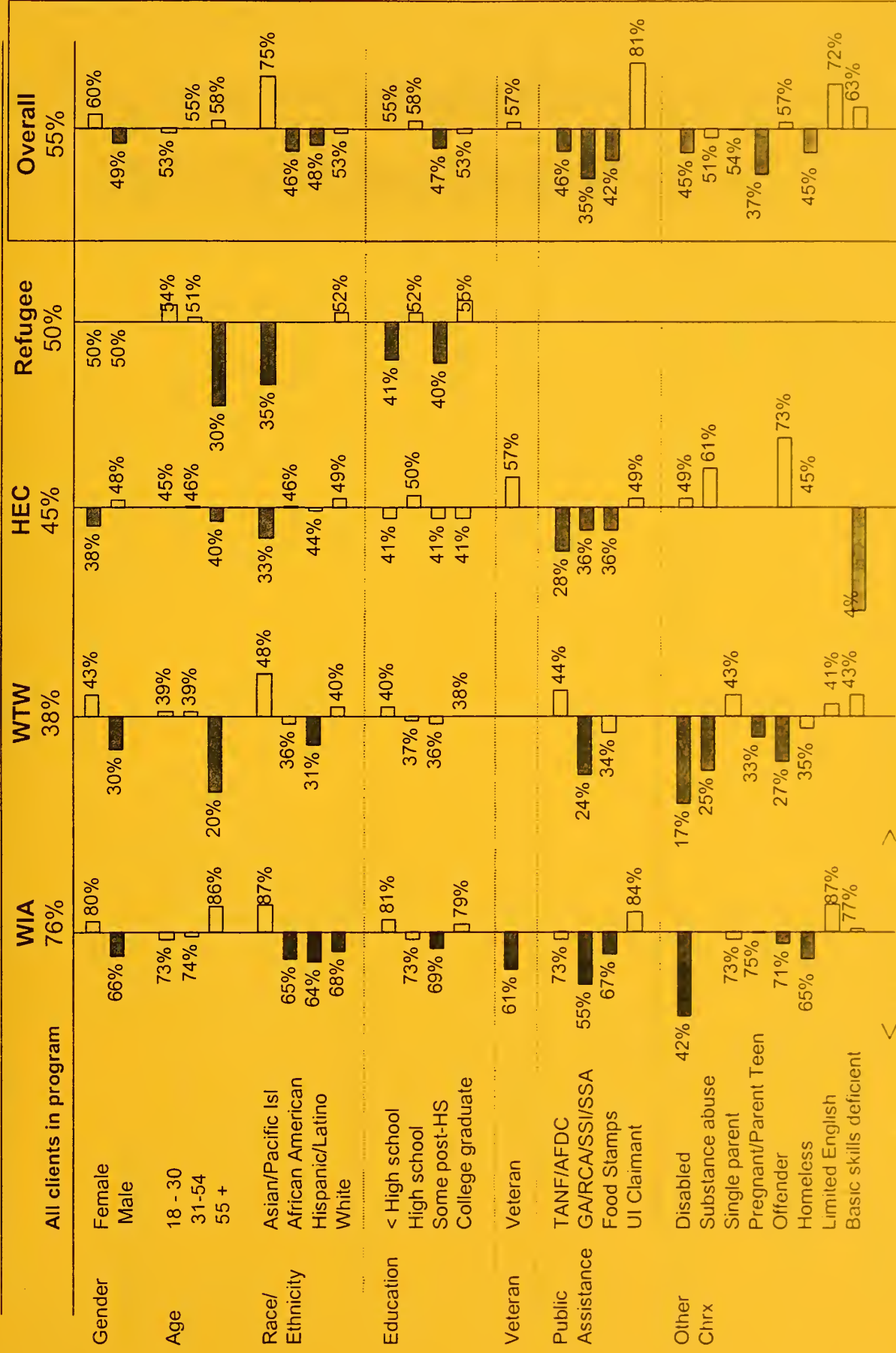
- Other facts to establish
  - retention on job
  - further education (e.g. attendance at City College of San Francisco)
  - wage progression
  - path of clients who exit without employment
- Evaluation of program outcomes
  - Are clients entering “good” jobs? (growth/advancement potential)
  - Are clients receiving adequate compensation (wages/benefits)?



# Who gets jobs?

## Employment-to-exit ratios by program

Key: Employment/Exit ratio is....  
 □ 5% above program average  
 ■ 5% below program average  
 n/a: data item not collected



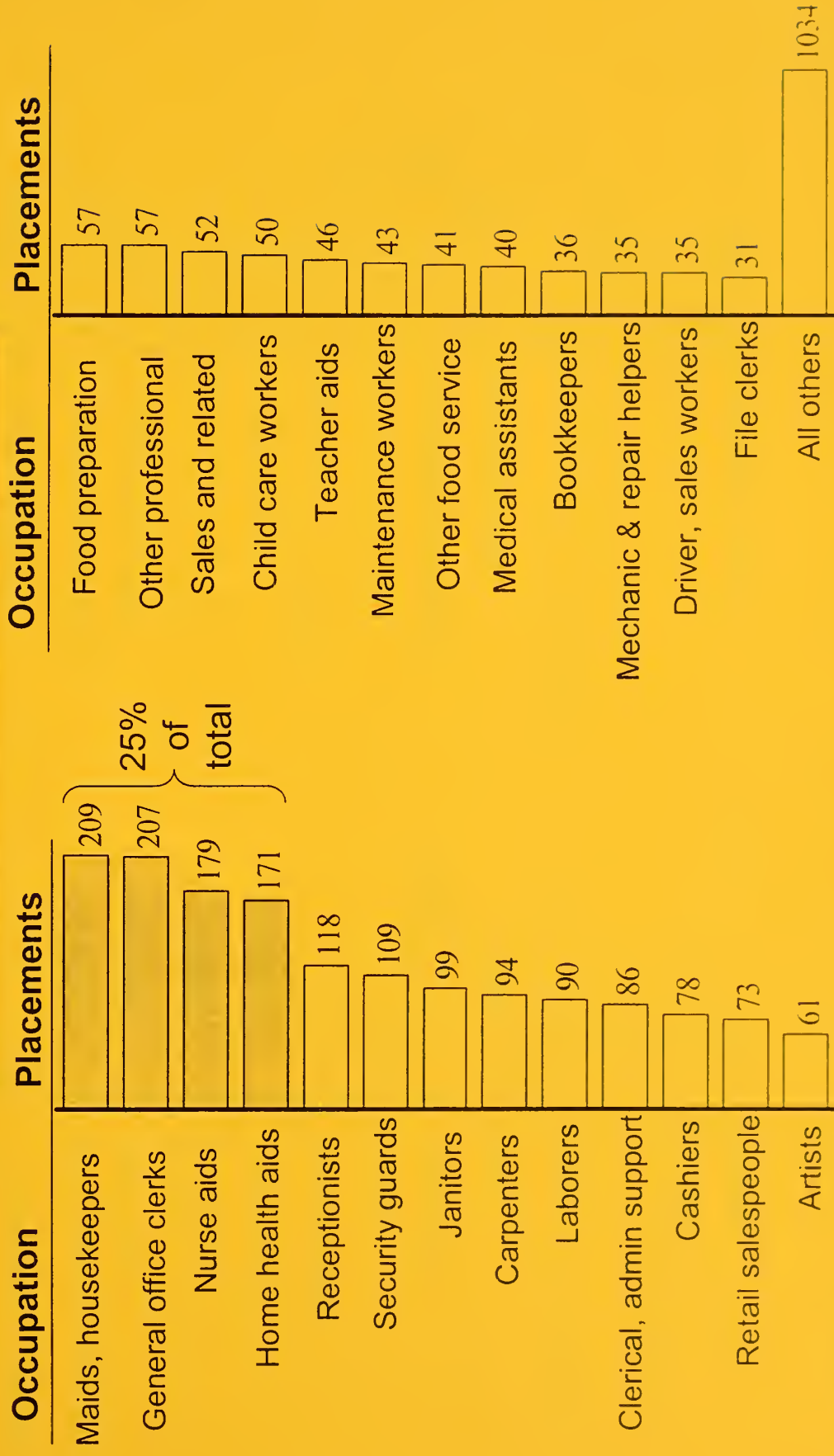
< Below program average      > Above program average



## What kind of jobs do clients get?

25 Most common occupations of WIB-trained clients, 2000 - 2002

Top 25 occupations = 67% of all placements

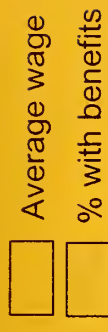


Source:

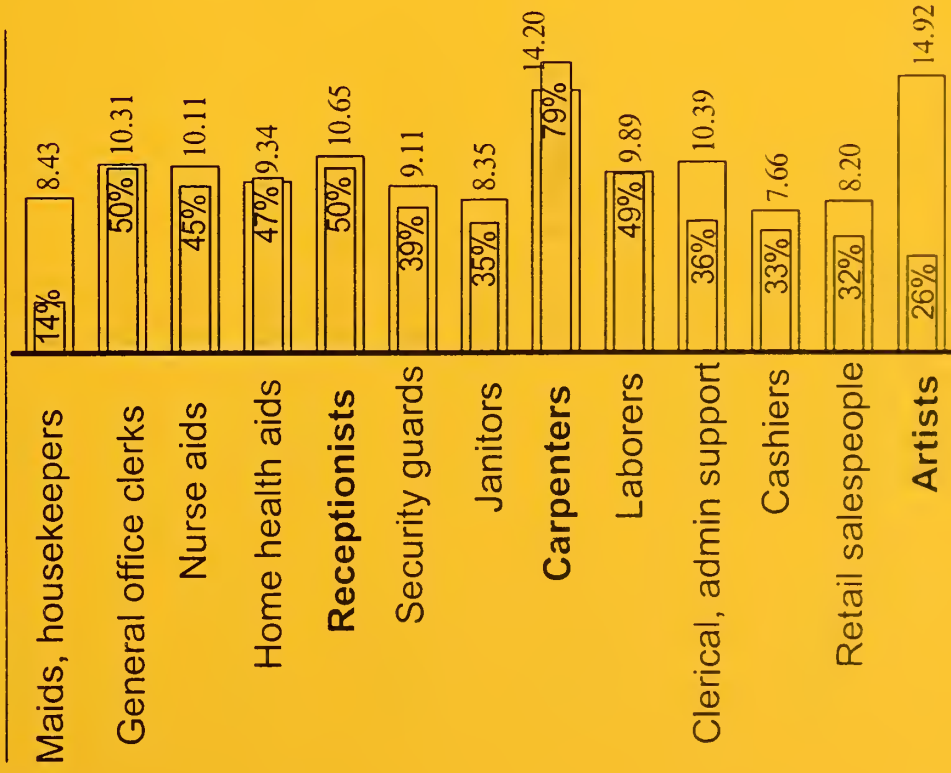


# What kind of jobs do clients get?

Wages and benefits for 25 most common occupations, 2000 - 2002



## Occupation



Source:



# PIC Client Characteristics: Exits to Employment

Key: Employment/Exit ratio is....  
(+): 5% above program average  
(--): 5% below program average  
( ): within 5% of program average  
n/a: data item not collected

	Employ/Exit Ratio → 76%	WIA*	WTW 59%	HEC 42%	Refugee 46%	Overall 61%
Gender	Female Male	(+) (--)	( ) ( )	(--) ( )	(--) (+)	( ) ( )  No effect
Age	18 - 30 31-54 55 +	( ) ( ) (+)	( ) ( ) (--)	( ) ( ) ( )	(+) ( ) (--)	( ) ( ) ( )  No effect
Race/Ethnicity	Asian/Pacific Isl African American Hispanic/Latino White	(+) (--) (--) (--)	( ) ( ) ( ) (+)	(--) ( ) (--) (+)	( ) n/a ( ) (+)	(+) (--) ( ) ( )  Some effect
Education	< High school High school Some post-HS College graduate	(+) ( ) (--) ( )	( ) ( ) (+) (+)	( ) ( ) ( ) ( )	( ) (+) (--) ( )	( ) ( ) ( ) ( )  No effect
Veteran	Veteran	(--)	n/a	(+)	n/a	( )
Public Assistance	TANF/AFDC GA/RCA/SSI/SSA Food Stamps UI Claimant	( ) (--) ( ) (+)	( ) (--) ( ) n/a	(--) (--) (--) (+)	n/a n/a n/a n/a	( ) (--) ( ) (+)  Some effects
Employment Challenges	Disabled Substance abuse Single parent Pregnant/Parent Teen Offender Homeless Limited English Basic skills deficient	(--) n/a ( ) ( ) (--) (--) (+) ( )	(--) (--) ( ) ( ) (--) (--) (+) (+)	( ) (+) n/a n/a (+) ( ) n/a (--)	n/a n/a n/a n/a n/a n/a n/a n/a	(--) ( ) ( ) ( ) ( ) (--) (+) (+)  Disability, homeless effects  Positive effects?



# WISF Adult Programs: Exits for Employment

	WIA	WTW	HEC	Refugee	Overall
# Exited or terminated	1,181	808	936	337	3,262
# Employed	892	309	422	168	1,791
<div> <div> <div>Employment exit ratio</div> <div> <div>76%</div> <div>Overall: 55%</div> </div> </div> <div> <div>38%</div> <div>45%</div> <div>50%</div> <div>55%</div> </div> <div> <div>WIA</div> <div>WTW</div> <div>HEC</div> <div>Refugee</div> <div>Overall</div> </div> </div>					
Average hourly wage	\$11.49	\$10.18	\$10.97	\$11.27	\$11.09



# WORKFORCE INVESTMENT SAN FRANCISCO

Local Workforce Investment Board for the City and County of San Francisco

NOTICE OF A PUBLIC MEETING  
OF THE  
WORKFORCE INVESTMENT SAN FRANCISCO BOARD'S  
PROGRAM RESOURCES COMMITTEE

**Date:** Tuesday, December 3, 2002  
**Time:** 10:00 a.m. – Noon  
**Location:** Auditorium  
Community College District Office  
33 Gough Street  
San Francisco CA 94103

DOCUMENTS DEPT.

DEC - 2 2002

SAN FRANCISCO  
PUBLIC LIBRARY

Copies of materials may be obtained from and/or reviewed at the PIC offices at both of the addresses shown below and on the PIC's website, [www.picsf.org](http://www.picsf.org).

**AGENDA APPEARS ON THE REVERSE SIDE**

**KNOW YOUR RIGHTS UNDER THE SUNSHINE ORDINANCE  
(Chapter 67 of the San Francisco Administrative Code)**

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force.

To obtain a free copy of the City's Sunshine Ordinance or to report a suspected violation, contact:

Donna Hall, Administrator  
Sunshine Ordinance Task Force  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4683  
415-554-7724 Fax: 415-554-5163  
E-mail: [donna\\_hall@ci.sf.ca.us](mailto:donna_hall@ci.sf.ca.us)

Copies of the Sunshine Ordinance can be obtained at the San Francisco Public Library online at the City's Web site at <http://www.sfgov.org/bdsupvrs/sunshine.htm>

**OTHER ACCOMMODATIONS**

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, attendees at public meetings are reminded that other attendees may be sensitive to various chemical based products. Please help the City accommodate these individuals.



If you require special accommodation due to a disability, please call Roberta Fazande at 415-923-4265 or TDD 800-735-2929 (CRS) at least 72 hours in advance.

**Issued: Wednesday, November 27, 2002**

745 Franklin Street, Suite 200 • San Francisco, CA 94102-3228  
Telephone 415.923.4003 • Fax 415.923-6966  
[www.picsf.org](http://www.picsf.org) • e-mail: [411@picsf.org](mailto:411@picsf.org)

1650 Mission Street, Suite 300 • San Francisco, CA 94103-2490  
Telephone 415.431.8700 • Fax 415.431-8702  
TDD 800.735.2929 (CRS)

**REVISED PROPOSED AGENDA  
PROGRAM RESOURCES COMMITTEE OF THE WISF BOARD  
TUESDAY, DECEMBER 3, 2002**

*Public Testimony will be taken throughout the meeting*

1. Adoption of the Agenda ( <i>Action Item</i> )
2. Approval of draft minutes of the August 6, 2002 meeting ( <i>Action Item</i> )**
3. Staff Recommendations for Carry Forward FFY 2001 Refugee Formula Funds With Review of FFY 2001 Performance ( <i>Action Item</i> )*
4. Staff Recommendations for Carry Forward PY 2001 Workforce Investment Act (WIA) Adult Formula Funds ( <i>Action Item</i> )*
5. WISF By-Law Changes (Information Item)
6. Research Update – Characteristics of Adult PIC Clients and their Post-Training Jobs (Information/Discussion Item)***
7. WISF's Priorities for WIA Adult Funds (Discussion/Possible Action Item)
8. PRC Future Meeting Schedule and Agenda Items (Discussion Item)
9. Public Testimony on Non-Agenda Items (Discussion Item)
10. Adjournment ( <i>Action Item</i> )

\*Information enclosed.

\*\*Information previously sent.

\*\*\*Please disregard last four pages previously sent. They are draft versions of some of the other pages.



PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

creating  
employment  
opportunities

MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE DATE: NOVEMBER 26, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT

SUBJECT: STAFF RECOMMENDATIONS FOR CARRY FORWARD REFUGEE FORMULA FUNDS WITH REVIEW OF SUBCONTRACTORS' FEDERAL FISCAL YEAR (FFY) 2001 PERFORMANCE (AGENDA ITEM # 3)

The Program Resources Committee of the Workforce Investment San Francisco (WISF) Board is asked to approve an expenditure plan for carry forward FFY 2001 Refugee Employment Social Services (RESS) and Targeted Assistance (TA) formula funds.

**AVAILABLE FUNDS**

Staff have identified funds that are unexpended from FFY 2001 and will be carried forward to FFY 2002 programs. There are also slight differences between San Francisco's FFY 2002 preliminary and final allocation amounts. The preliminary amounts were used for initial funding recommendations in August. The differences and carry forward amounts total as follows:

	Services	PIC Admin.
Final FFY 02 TA amount difference	\$4,190	\$740
Final FFY 02 RESS amount difference	\$2,708	\$478
Carry Forward FFY 01 RESS funds	\$35,878	\$424
Carry forward FFY 01 TA funds	\$43,895	\$401
Total	\$86,671	\$2,043

**PROGRAM PERFORMANCE**

Overview

The Refugee programs enrolled 218 of a planned total of 220 (99%) for the formula-funded employment subcontracts. By the end of September, they achieved a 31% employment rate with an average hourly wage of \$11.65. (This compares to a 45% employment rate and average wage of \$10.97 at this time last year.) As was the case

last year, many participants who have not yet been placed in unsubsidized employment continue to be served, and therefore the employment rate should continue to increase. (The placement rate for last year's participants rose to 64%.) Eighty-five percent of the full-time jobs included health benefits. (Eighty-two percent last year.)

#### Demographics

Of the total 218 who were served in employment programs, 56% were female, 52% were aged 34 to 54, 77% were from the Former Soviet Union (FSU), 51% were in the U.S. one year or less, 56% were college graduates (in their country of origin), and 62% were receiving cash assistance.

Of the 208 refugees enrolled in acculturation services, 57% were female, 54% were 65 years of age or older, 98% were from the FSU, and 93% were receiving cash assistance (mostly SSI).

#### Employment Services (ES)

The ES programs achieved 101% of planned enrollments, and had a 26% placement rate. JVS' ES program for those over 50 years of age and REAP's ES program both exceeded their enrollment goals. JVS' under-50 ES program achieved 96% of its enrollment goal. A poor economy negatively affects everyone's job prospects, but it has devastated the prospects of older refugees. As a consequence, JVS's ES program for those over 50 years of age has placed only 8% of those enrolled. The PIC, on behalf of San Francisco County, has asked ORR for additional funds to try and address the overwhelming obstacles that older refugees are facing. JVS' under-50 ES program has a 28% placement rate, and REAP's ES program is at 39%. The ES average hourly wage is \$10.96.

#### Individual Referral/On-the-Job Training (IR/OJT)

The IR/OJT programs achieved 95% of their enrollment goal, and had a 37% placement rate (26% this time last year). JVS' IR/OJT program has a 50% placement rate and REAP's 22%. The IR/OJT average hourly wage is \$11.28 (\$12.36 this time last year).

#### Vocational Training (VT)

JVS' Office Technology program achieved 89% of its enrollment goal, and has a 58% placement rate, the highest of all Refugee employment programs at this time. Seven of the 14 clients who were placed were hired by the employers that sponsored their training internships. This program's average wage is \$10.50. JVS' Information Technology (IT)/Computer-Assisted Drafting and Design (CAD) program achieved 100% of its enrollment goal, and has a 29% placement rate. The average wage is \$18.46. Many clients in both of these programs are still active. The overall VT placement rate is 44% and the average hourly wage is \$12.89.

#### Acculturation/Social Adjustment Services (A/SAS)

Jewish Family & Children's Services' (JFCS) acculturation program exceeded its enrollment goal (104%), and International Institute achieved 91% of its goal.

## **CARRY FORWARD FUNDING RECOMMENDATIONS**

The attached spreadsheet contains recommendations for the available carry forward and unobligated funds. As with the initial funding recommendations, PIC Staff met with service providers prior to formulating these recommendations. They are based upon Staff's initial recommendations that included priority consideration for carry forward funds for Catholic Charities' (CC/REAP) Employment Services (ES) program, the Central Intake Point (CIP), and transportation/childcare.

By increasing the percentage of funds from 50% to 54% for the most inexpensive of the employment programs (the ES programs), the County is able to serve an additional thirty refugees and lower the cost per person from \$3,618 to \$3,489. In addition, ES programs are open to all refugees, regardless of their English levels.

Staff will be available at your December 3, 2002 meeting to answer any questions you may have. Please feel free to contact Karen Hart at 415-923-4260 should you have questions before the December 3<sup>rd</sup> meeting.

Attachment

cc: Refugee Subcontractors  
Dan Crawford, CDSS  
DHS Staff  
PIC Staff



Agency	Activity	Cost per Person	Current FFY 2002 Funding	Additional Funds Recomm	Additional TA	Additional RESS	Revised Recomm	Recom.		Place. Rate
								Svc.	Plc.	
International Rescue Committee	CIP	\$527	\$75,050	\$13,991	\$8,000	\$5,991	\$89,041	NA	NA	NA
Catholic Charities/REAP	ES	\$1,850	\$80,852	\$30,148	\$30,148	\$0	\$111,000	60	39	65%
Jewish Vocational Service	ES	\$2,468	\$172,577	\$33,352	\$3,465	\$29,887	\$205,929	84	55	65%
Jewish Vocational Service	VT-IT	\$4,468	\$54,675	\$0	\$0	\$0	\$54,675	12	10	80%
Jewish Vocational Service	VT-OTC	\$4,408	\$57,794	\$0	\$0	\$0	\$57,794	13	10	80%
International Institute of San Francisco	A/SAS	\$295	\$30,593	\$0	\$0	\$0	\$30,593	{104}		
Jewish Family & Children's Services	A/SAS	\$165	\$13,885	\$0	\$0	\$0	\$13,885	{84}		
Subtotal			\$485,426	\$77,491	\$41,613	\$35,878	\$562,917	169	114	67%
Transportation/Childcare			\$17,481	\$9,180	\$6,472	\$2,708	\$26,661			
Total		\$3,489	\$502,907	\$86,671	\$48,085	\$38,586	\$589,578			
PIC Administration			\$88,748	\$2,043	\$1,141	\$902	\$90,791			
Grand Total			\$591,655	\$88,714	\$49,226	\$39,488	\$680,369			

CIP	Central Intake Point	15%	IRC	\$89,041	(+19%)
ES	Employment Services	54%	JVS	\$318,398	(+12%)
VT/IT	Vocational Training/Information Technology	9%	CC/REAP	\$111,000	(+37%)
VT/OTC	Vocational Training/Office Technology & Communication	10%	IISF	\$30,593	no change
A/SAS	Acculturation/Social Adjustment Services	7.5%	JFCS	\$13,885	no change
Transportation/Childcare	4.5%				






PRIVATE INDUSTRY COUNCIL  
of San Francisco, Inc.

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employment  
opportunities

MEMORANDUM

TO: PROGRAM RESOURCES COMMITTEE DATE: NOVEMBER 26, 2002

FROM: PAMELA S. CALLOWAY, PRESIDENT 

SUBJECT: STAFF RECOMMENDATIONS FOR CARRY FORWARD PY'01 WORKFORCE INVESTMENT ACT (WIA) ADULT FORMULA FUNDS (AGENDA ITEM #4)

The Program Resources Committee is asked to review and approve staff's recommendation to re-obligate Workforce Investment Act Adult Formula *carryover* funds — unexpended prior year (PY'2001) funds carried into the current year (PY'2002).

BACKGROUND

At the completion of each program year, final reports of accrued expenditures are prepared by the PIC and forwarded to the State. After analysis, these same reports are used to determine if surplus unexpended and unobligated funds are available to use in the following year. This annual rollover is called a "Mid-term Modification" because it takes effect when approved by the State at about the mid-point in the program year.

On September 18 of this year, the Workforce Investment San Francisco Board approved your recommendation extending the most effective WIA Adult subcontractors and the creation of a One Stop "Individual Referral Pool" for customer choice using vendors/programs listed on the State's Eligible Training Providers List (ETPL). That initial budget under-funded the "set aside pools" for On-the-Job Training (employer reimbursement) and Supportive Services (childcare, transportation).

RECOMMENDATION

According to the PIC Controller's most recent analysis, \$235,000 in WIA Adult Formula funds were unexpended and unobligated at the end of the prior PY'2001 and are available for use in the current PY'2002.

Therefore, staff is recommending to replenish the On-the-Job Training and Supportive Services pools that were initially short-funded, to increase the Individual Referral pool, and to increase Swords to Plowshare's subcontract total and participant enrollments to match its PY'2001 funding level. (See reverse of this page).

Staff will be available at your meeting on Dec. 3 to review this final PY'2002 WIA Adult Formula Allocation budget. If you have questions prior to this meeting, please contact Brenda Brown, Vice President of Operations, at (415) 923-4264 or Wes Dixon, Planner, at (415) 923-4261.

cc: WIA Adult Subcontractors, PIC Staff

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<b>WIA Adult Formula Allocation</b>						
<b>Comparison of PY'2001 and PY'2002 WIA Adult Training Fund Distribution</b>	<b>PY'2001 Final Budget, 7/01/01- 6/30/02</b>	<b>Planned Enrollments</b>	<b>PY'2002 Initial Budget, 7/01/02- 6/30/03</b>	<b>Initial Planned Enrollments</b>	<b>PY'2002 Proposed Final Budget, 7/01/02- 6/30/03</b>	<b>Proposed Final Planned Enrollments</b>
<b>Computer &amp; Office Technology</b>						
Goodwill Industries (GWI)	\$ 18,168	10	\$ -			
Mission Lang. & Voc. School (MLVS)	\$ 86,945	29	\$ 86,945	29	\$ 86,945	29
Intercultural Institute of California (IIC)	\$ 102,350	27	\$ 102,350	27	\$ 102,350	27
San Francisco Vocational Services (SFVS)	\$ 52,959	11	\$ 52,959	11	\$ 52,959	11
<b>Constructions &amp; Cabinet Making</b>						
Asian Neighborhood Design (AND)	\$ 67,671	17	\$ 67,671	17	\$ 67,671	17
Young Community Developers (YCD)	\$ 65,666	15	\$ 65,666	15	\$ 65,666	15
<b>Food Preparation Service</b>						
Haight Ashbury Food Program (HAFP)	\$ 47,693	10	\$ 47,693	10	\$ 47,693	10
Ella Hill Hutch Community Center (EHH)	\$ 43,375	11	\$ -		\$ -	
<b>Health Careers</b>						
Self Help for the Elderly (SHE-HHA)	\$ 34,652	9	\$ 34,652	9	\$ 34,652	9
Arriba Juntos (AJ)	\$ 96,906	24	\$ 96,906	24	\$ 96,906	24
<b>Housekeeping</b>						
Self-Help for the Elderly (SHE)	\$ 156,401	42	\$ 156,401	42	\$ 156,401	42
<b>Job Readiness Training</b>						
The Family School (TFS)	\$ 51,018	15	\$ -		\$ -	
<b>On-the-Job Training</b>						
No. Calif. Service League (NCSL)	\$ 84,705	24	\$ 84,705	24	\$ 84,705	24
Arriba Juntos (AJ)	\$ 84,277	29	\$ 84,277	29	\$ 84,277	29
Jewish Vocational Service (JVS)	\$ 26,194	10	\$ -			
Swords to Plowshares (STP)	\$ 65,461	19	\$ 47,213	14	\$ 65,461	19
<b>Contracts Subtotal</b>	\$ 1,084,441		\$ 927,438		\$ 945,686	
Pool - OJT (Employer Reimbursements)	\$ 175,000		\$ 133,335		\$ 178,500	
Pool - Part. Support (Child Care, Transport.)	\$ 153,303		\$ 83,334		\$ 213,256	
Pool - Individual Referrals (One Stop)	\$ -		\$ 83,335	21	\$ 125,000	25
<b>Total Training Cost</b>	\$ 1,412,744	302	\$ 1,227,442	272	\$ 1,462,442	281

Carry-in funds = \$235,000





